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## Navy-wide Personnel Survey (NPS) 2005: Summary of Survey Results

Kimberly P. Whittam, Ph.D.

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# **Navy-wide Personnel Survey (NPS) 2005: Summary of Survey Results**

Kimberly Whittam, Ph.D.

Reviewed and Approved by  
Paul Rosenfeld, Ph.D.  
Institute for Organizational Assessment

Released by  
David L. Alderton, Ph.D.  
Director

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Navy Personnel Research, Studies, and Technology (NPRST/BUPERS-1)  
Bureau of Naval Personnel  
5720 Integrity Drive  
Millington, TN 38055-1400  
[www.nprst.navy.mil](http://www.nprst.navy.mil)



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## Foreword

The Navy-wide Personnel Survey (NPS) is a major product of the Navy Personnel Survey System (NPSS) and a foundation of the Navy Personnel Survey Strategy. The NPS focuses on quality of work life topics including satisfaction with Navy life, work climate, morale, organizational commitment, leadership, communication, job security, Navy image, fairness, detailing, duty assignments, job satisfaction, career development, availability of resources, and gender integration. This information is valuable to senior leadership and program managers in assessing Navy quality of service, and in the evaluation and creation of Navy personnel policies.

The 2005 NPS was conducted under the sponsorship of the Chief of Naval Personnel, coordinated by the Strategic Planning and Analysis (SPA) office (N141). The 2005 NPS was conducted from March to June, 2005. The NPS was administered to a random sample of 16,417 active-duty officers and enlisted Sailors via the Internet. The weighted response rate was 37.5 percent. The results of the survey were briefed to the Chief of Naval Personnel and the Master Chief Petty Officer of the Navy in September, 2005. A summary of the survey results was sent by the Chief of Naval Personnel to the Chief of Naval Operations in October 2005.

This report contains a narrative description of the results of the survey. In addition, it provides comparisons between major Navy demographic groups (e.g., officers, enlisted) and, where relevant, comparisons to previous NPS results. The authors acknowledge the assistance of Ms. Evangeline Clewis with the Internet survey design and administration as well as Mr. Wayne Wagner and Dr. Stephen Watson of N141 who served as the 2005 NPS Program Managers. Questions regarding this report should be directed to the Principal Investigator, Dr. Kimberly Whittam, (901) 874-2321 or DSN 882-2321, kimberly.whittam@navy.mil.

DAVID L. ALDERTON, Ph.D.  
Director



## Summary

The Navy Personnel Survey (NPS) is a multi-faceted survey that focuses on topics such as satisfaction with Navy work and life, leadership, detailing, gender integration, assignments, career intentions, career development, and organizational commitment. The 2005 NPS was conducted between March and June of 2005. It was administered to a stratified random sample of 16,417 active-duty officers and enlisted Sailors via the Internet. The weighted response rate was 37.5 percent. Survey results were statistically weighted to allow for generalization of the findings to the entire Navy population as well as to key subgroups such as officers and enlisted, males and females, and majorities and minorities.

The transition of the NPS to an all-Internet administration was successful. The survey administration time was cut by over one-third from the past, and the information was briefed to top Navy leadership faster than had ever been accomplished. Results of the survey, while generally positive, did include both positive findings as well as areas in need of improvement. Some of the major positive findings included increased job satisfaction, organizational commitment, retention intentions, and morale, along with improved leadership support of gender integration, and improved overall satisfaction with pay, benefits, and bonuses. Areas that need improvement include the amount of career development and guidance, continued low satisfaction with the detailing system as well as concerns with the fairness of the advancement/ promotion system, dissatisfaction with Navy fairness and image, and continued reporting of the lack of adequate spare parts, supplies, and equipment.



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# Introduction

## Background

The Navy Personnel Survey System (NPSS) was created in 1989 under the then Chief of Naval Personnel VADM Boorda. This survey system was to serve as a means of collecting and organizing information regarding the needs, attitudes, and opinions of Sailors as related to work-life issues. The NPSS was implemented by researchers at the Navy Personnel Research and Development Center (NPRDC, currently Navy Personnel Research, Studies, and Technology [NPRST]) with three primary objectives: (1) to coordinate and provide technical review for surveys administered to a Navy-wide population; (2) to conduct an annual omnibus (i.e., general issues) Navy-wide personnel survey; and (3) to conduct research focused on improving the quality and efficiency of personnel surveys in the Navy.

The first Navy-wide Personnel Survey (NPS) was administered in 1990 as the initial survey product of the NPSS. The NPS was designed to be administered annually to facilitate the tracking of trends in Sailor attitudes and opinions. Additionally, the NPS was designed to address “hot topic” issues of the time along with standard, enduring aspects of work life, such as job satisfaction and retention intentions. Since its inception, the NPS has been administered to a scientific, stratified random sample of both active-duty enlisted and officers in large enough numbers to ensure that responses to the survey are representative of the entire Navy population (Wilcove, 1994).

In 2000, the scope of the NPS was narrowed to focus on the key long term trends related to work-life, such as leadership, job satisfaction, and organizational commitment, and limited the scope of “hot topic” issues that were relevant only to a particular time period or for a specific sponsor. The 2005 NPS further increased the use of current technology, as the survey was administered entirely via the Internet for the first time. The previous two NPS surveys allowed for both paper and Internet options. A key goal of the 2005 NPS was to compare the results to the previous administrations of the NPS and to continue to monitor trends on key work-life related items.

## Issue

The attitudes, opinions, beliefs, and intentions of Sailors regarding key personnel issues are increasingly important to today’s Navy. The Navy is both engaged in fighting the Global War on Terror while also shaping the force to be smaller and more efficient as part of its future personnel strategy. In this environment, the contributions of every Sailor are necessary to maintain the readiness of the force for rapid response to unpredictable events throughout the world. The views of Navy personnel obtained on the NPS represent key inputs to the development and improvement of Navy policies, procedures, and programs. The results of the NPS also serve as Navy-wide norms that guide the administration and interpretation of other Navy-wide and community-specific and unit-level surveys.

## Purpose

The NPS is administered to a scientifically representative sample of the active-duty Navy to create a data-based “portrait” of Sailors attitudes and opinions. The survey also provides a vehicle for top Navy leadership to assess and evaluate key policies, programs, and issues affecting Sailors’ work life and their satisfaction with the Navy. The NPS addresses a number of major areas of Sailor life, including work climate, morale, satisfaction with leadership, personal finances, detailing, assignments, job satisfaction, career development, career intentions, views on gender integration, and organizational commitment. Past NPS and the related Navy Quality of Life (QOL) surveys have consistently found that the quality of work life and quality of life areas assessed on the survey are related to important Navy outcomes such as readiness and retention (Olmsted & Underhill, 2003; Wilcove, 2005)

## Approach

The 2005 NPS was distributed to a scientifically selected stratified random sample of 16,417 active-duty officers and enlisted Sailors in March 2005 (for a copy of the survey and other contact materials, see Appendix A). There were two new features for the 2005 NPS: (1) the survey was administered completely via the Internet and (2) a new set of items addressing job security, Navy image, communication, and fairness was added to further explore Sailors’ feelings about the Navy and potential future personnel policies (e.g., force shaping tools) that might impact them. Further, topics that were retained from the 2003 NPS were shortened to include the most relevant and central themes and elements. In this way, burden on the fleet to respond was reduced while the main information needs of Navy leadership were met. The 2005 NPS was about one-third shorter than previous versions.

Surveys were available to the participating Sailors via the Internet on March 30, 2005, and completed surveys were accepted through June 20, 2005. The sample for the survey was drawn during January 2005 from a sampling frame ( $n = 325,791$ ) of individuals in the Navy who were accessible for data collection (see Appendix B). The sample was optimized using the Sample Planning Tool developed by RTI (Kavee & Mason, 2001). Sailors were sampled randomly in proportion to the size of their group within the population for each level of paygrade (E-2 to E-3, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 to O-7), gender (male, female), and minority status (minority, non-minority). The sampling represented approximately 5 percent of the total enlisted population and 7 percent of the total officer population. Prior to the launch of the survey, participants selected for the sample were sent notification letters signed by the Chief of Naval Personnel that included the web address for the survey along with a unique password. The notification letter described the purpose of the survey, requested that those who were selected participate, and clearly indicated that participation in the survey was voluntary. Reminder letters were mailed to the entire sample in mid-April 2005, approximately three weeks after the survey was launched and again in early May. A third and final reminder was sent in early June, giving Sailors approximately one additional week to complete the survey before the field was closed. Since no complete e-mail database of Navy Sailors exists, letters sent to the Sailors’ work

addresses remain a standard method of contact in large scale Navy-wide personnel surveys such as the NPS. A total of 3,610 useable surveys were completed. The unweighted response rate for the sample, computed according to American Association of Public Opinion Research (AAPOR) definitions, was 26 percent, within 2 percent of the 28 percent obtained on the 2003 NPS. To adjust for the disproportional oversampling of junior Sailors (due to their low response rates) a weighted response rate was also calculated. The weighted response rate for the 2005 NPS was 37 percent.

The completed survey responses were weighted by paygrade, gender, and majority-minority group to allow for generalization of the sample results to the entire Navy population as well as to these key subgroups. For more details on how weights were constructed for the survey, see Appendix B. Results presented throughout this report are based on weighted data.

Since the NPS used complex stratified sampling, a special software package called SUDAAN, version 8.0 (Research Triangle Institute, 2001) was used. SUDAAN is a common program used by survey professionals to calculate margin of error (i.e., sampling error) when complex stratified sample designs are used. The margins of error for all Enlisted ranged from  $\pm 0.12$  to  $\pm 5.23$ ; for Officers, the margins of error ranged from  $\pm 0.14$  to  $\pm 6.14$ . For Enlisted and Officers paygroups (E-2 to E-3, E-4 to E-6, E-7 to E-9, O-1 to O-3, O-4 and above), the large majority of margins of errors did not exceed  $\pm 5$  percent. For a small set of response options (less than 2 percent), the margin of error exceeded this value (see Appendix C for a discussion and list of question/response options for which the margin of error exceeds  $\pm 5\%$ ). For Chief Warrant Officers (CWOs), the majority of margins of errors were  $\pm 15\%$  or less due to the fact that there are relatively few CWOs in the Navy population and also in the NPS survey sample. A more extensive discussion of issues related to the margin of error for CWOs is presented in Appendix C. Given the large numbers of comparisons made both within the 2005 NPS and between the results of the 2005 NPS and previous surveys it is common to designate a “practical” level of significance so that leadership can focus on key differences. For the present report, differences of 5 percentage points or more will be considered the minimal level of practical significance.

## Organization of Report

This report summarizes the results of the 2005 NPS. The results are divided into the following sections: Characteristics of the Sample, Financial Indicators, Quality of Work Life Indicators, Navy Tone, Retention Indicators, Comparisons to Other Department of Defense Surveys, Summary, and Conclusions and Recommendations. Each section contains a presentation of the major results of related survey findings and, where appropriate, comparisons to the results of the 2003 or previous NPS results. The conclusions and recommendations at the end of this report are similar to those that were presented to the Chief of Naval Personnel when results were briefed in September, 2005. For a complete presentation of responses by paygrade for each question, the reader is directed to the 2005 Tables of Results report (Whittam, 2007).

## Characteristics of the Sample

### Demographics

This section describes the characteristics of Sailors who completed the survey. These data have been weighted and are representative of the characteristics and opinions of Sailors in the active-duty Navy population as a whole.

#### Gender and Ethnicity

Tables 1–3 show the distribution of the weighted respondent sample compared with the total Navy population (from the January 2005 Enlisted Master Files [EMF] and Officer Master Files [OMF]) in terms of gender, race, and Hispanic ethnic status. As can be seen, the characteristics of Sailors who returned the 2005 NPS closely mirror the active-duty Navy population

**Table 1**  
**Gender distributions of the Navy population and the NPS sample**

	<b>Navy Population Percent</b>	<b>NPS Sample (Weighted) Percent</b>
<b>Male</b>	85	86
<b>Female</b>	15	14

**Table 2**  
**Racial distributions of the Navy population and the NPS sample**

	<b>Navy Population Percent</b>	<b>NPS Sample (Weighted) Percent</b>
<b>Non-Minority</b>	67	69
<b>Minority</b>	33	31

#### Educational Status

Of the enlisted respondents, 96 percent reported being high school graduates and 63 percent had taken some college classes, a slight increase from the 61 percent who reported having some college classes in the 2003 NPS. Sixteen percent of respondents had completed a 2-year college degree or higher (see Table 4). Less than one percent of enlisted respondents reported that they had not completed high school, while 2 percent of respondents had completed an alternate high school degree (i.e., GED, home study, or adult-school certificate). Thus, 97 percent of enlisted Sailors reported having at least a high school diploma, compared to 85 percent of the general U.S. population over the age of 25 in 2003 (U.S. Census Bureau, 2004).

Forty-four percent of officers reported that they have completed a bachelor's degree, while an additional 49 percent have completed advanced degrees at the master's and doctoral/professional degree level. Only 7 percent of officers report that they have less than a 4-year bachelor's degree. Educational attainment continues to increase among naval officers in 2005, as a higher percentage reported having obtained a master's degree than in 2003.

**Table 3**  
**Current level of education attained by Sailors**

	Percent	
	Enlisted	Officers
Less than high school completion (no diploma)	<1	--
Alternate degree (GED/home study/adult-school)	2	--
High School diploma (graduate)	33	1
Some college (no degree)	47	4
Associates degree or other 2-year degree	8	2
Bachelor's degree (B.A. or B.S.)	7	44
Master's degree (M.A., M.S., M.B.A., etc.)	1	39
Doctoral or professional degree (J.D., Ph.D., M.D., etc.)	--	10

### **Marital Status**

From the 2005 NPS, 58 percent of Sailors reported that they were currently married (including those remarried or legally separated), 37 percent were single (never married), five percent were divorced, and less than 1 percent widowed. Of officers, 16 percent were single, 78 percent were married, 5 percent were divorced, and less than 1 percent was widowed. For enlisted, 41 percent were single, 51 percent were married, 4 percent were divorced, and less than 1 percent was widowed.

Divorce among U.S. Service members is a concern as recent data from the Department of Defense indicates that the divorce rate has increased in some groups, such as Army officers (Jowers & Cavallaro, 2005). Although an annualized divorce rate can not be calculated from information collected on the 2005 NPS, current marital status (see Tables 5 & 6) is collected. Comparing these results to those in the general population, the Census Bureau reports that 59 percent of adults are married (61% male and 57% female), while 10 percent of the general U.S. population is divorced (U.S. Census Bureau, 2003). These results indicate that Sailors are currently more likely to be married and less likely to be divorced than the general U.S. population, which is consistent with previous finding from the NPS (Whittam, Janega, & Olmsted, 2003; Olmsted, Kantor, & Palmisano, 2001; Kantor, Wilcove, & Olmsted, 1998; Kantor, Cullen, Wilcove, Ford, & Olmsted, 1997). It is also important to note that female Sailors are more likely to be single than males (36% male and 44% female), but a higher percentage report being divorced, legally separated, or remarried (17% male and 22% female).

**Table 4**  
**Current marital status of Sailors**

	Percent	
	Enlisted	Officers
Single, never married	41	16
Married for the first time	42	66
Remarried (was divorced or widowed)	9	12
Legally separated (or filing for divorce)	4	1
Divorced	4	5
Widowed	< 1	< 1

**Table 5**  
**Current marital status of Sailors by gender**

	Percent	
	Male	Female
Single, never married	36	44
Married for the first time	47	34
Remarried (was divorced or widowed)	10	8
Legally separated (or filing for divorce)	3	4
Divorced	4	10
Widowed	--	< 1

### Children/Childcare

Of those who currently have children living in their household under the age of 21 (44%), the majority of Sailors (96% officers and 94% enlisted) report having only one or two children in childcare. Officers and enlisted personnel report having a similar number of children in childcare (see Table 7).

**Table 6**  
**Number of children currently in childcare outside of the home**

	Percent	
	Enlisted	Officers
1 child	70	70
2 children	24	26
3 children	4	3
4 children	1	1
5 or more children	< 1	1

\* *Note:* This is among those who have children under age 21 living at home.

## Service/Career Demographics

### Length of Service

The average length of active duty service for Sailors was 8.5 years. Officers in the sample had served on active duty for an average of 14.5 years while enlisted Sailors served an average of 7.5 years. These results are slightly higher for officers and negligibly lower for enlisted compared to the 2003 NPS results. Table 8 presents a more detailed breakdown of the length of service results.

**Table 7**  
**Length of naval service by group**

	Percent	
	Enlisted	Officers
Less than 1 year	21	< 1
1 to 3 years	25	7
3 to 5 years	10	11
5 to 10 years	15	19
10 to 15 years	12	19
15 to 20 years	13	22
20 or more years	4	23

### Billet Type/Deployment

Slightly less than half of the respondents to the survey were on shore duty (41%) while 46 percent were on sea duty and 6 percent were on neutral, Duty Under Instruction, or other types of special duty. Similar to the 2003 data, a greater percentage of enlisted Sailors were assigned to sea duty, while a higher percentage of officers were assigned to shore duty (see Table 9).

**Table 8**  
**Distribution of billet type by group**

	Percent	
	Enlisted	Officers
Shore Duty	43	63
Sea Duty	43	30
Other Duty (neutral, duty under instruction, etc.)	6	3
Don't Know	9	3

While almost half of enlisted and one third of officers were on sea duty, 9 percent of total respondents (5% officers and 9% enlisted) indicated that they were currently on deployment.

### **Duty Location**

Most Sailors indicated that they were currently stationed in either Continental U.S. (CONUS) East Coast (47%) or West Coast (28%) locations. A greater percentage of Officers than enlisted reported being home ported in the CONUS East Coast while a higher percentage of enlisted than officers indicated being home ported in the CONUS West Coast. These results (see Table 15) were very similar to the 2003 NPS.

**Table 9**  
**Homeport by group**

	Percent	
	Enlisted	Officers
Alaska or Hawaii	5	4
Caribbean	<1	<1
CONUS (East Coast)	46	51
CONUS (West Coast)	29	22
CONUS (Other)	4	9
Europe (including the Mediterranean)	4	5
Far East	5	5
Middle East	1	2
South or Central America	<1	<1
Other	6	4

### **Type of Ship/Activity**

About one-quarter (24%) of respondents reported being currently assigned to a shore or staff command. Officers (36%) were more likely to be assigned to that type of command than enlisted (22%) (See Table 16). This represents a slight decrease from 2003 for officers when 38 percent of officers and 22 percent of enlisted were assigned to a shore or staff command.

**Table 10**  
**Type of ship/activity currently assigned by group**

	Percent	
	Enlisted	Officers
Afloat Staff	1	2
Aircraft Carrier	13	5
Amphibious Craft	1	<1
Amphibious Ship	7	3
Aviation Squadron Sea Deployed	7	5
Aviation Squadron Shore Deployed	6	7
Cruiser	3	1
Destroyer	5	3
Minecraft	<1	<1
Reserve Unit	<1	1
Service Force Ship	1	1
Shore Based Deployable Unit	6	3
Shore or Staff Command	22	36
Special Warfare Unit	1	1
Submarine	4	3
Tender/Repair Ship	<1	<1
Training Command	11	11
Other	13	18

### **Paygrade**

Table 12 presents the distribution of paygrades for respondents compared with the entire Navy population (EMF and OMF, January 2005) at the time the survey sample was selected. The table indicates a few small differences between the returned sample and the actual proportion of Sailors in each category; but, in general, the sample closely approximates the distribution of the Navy by paygrade.

**Table 11**  
**Paygrade distributions of the Navy population and the NPS return sample**

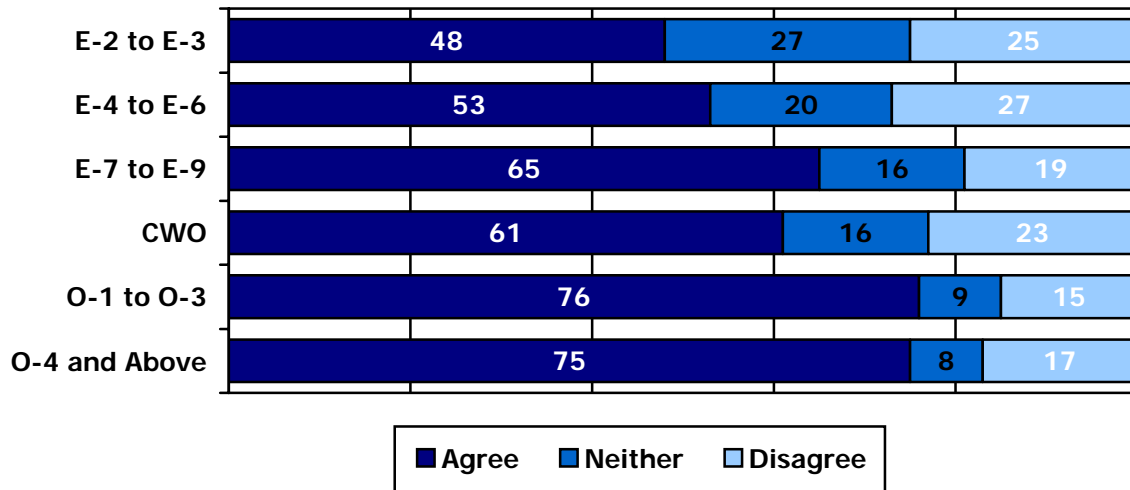
	<b>Navy Population Percent</b>	<b>NPS Return Sample (Weighted) Percent</b>
E-2 to E-3	20.0	19.2
E-4 to E-6	54.6	56.3
E-7 to E-9	10.0	10.3
W-2 to W-4	0.5	0.3
O-1 to O-3	8.2	7.0
O-4 and Above	6.7	6.9

## Financial Indicators

The NPS assesses a broad range of issues related to quality of work life including pay and compensation and items related to standard of living.

### Standard of Living

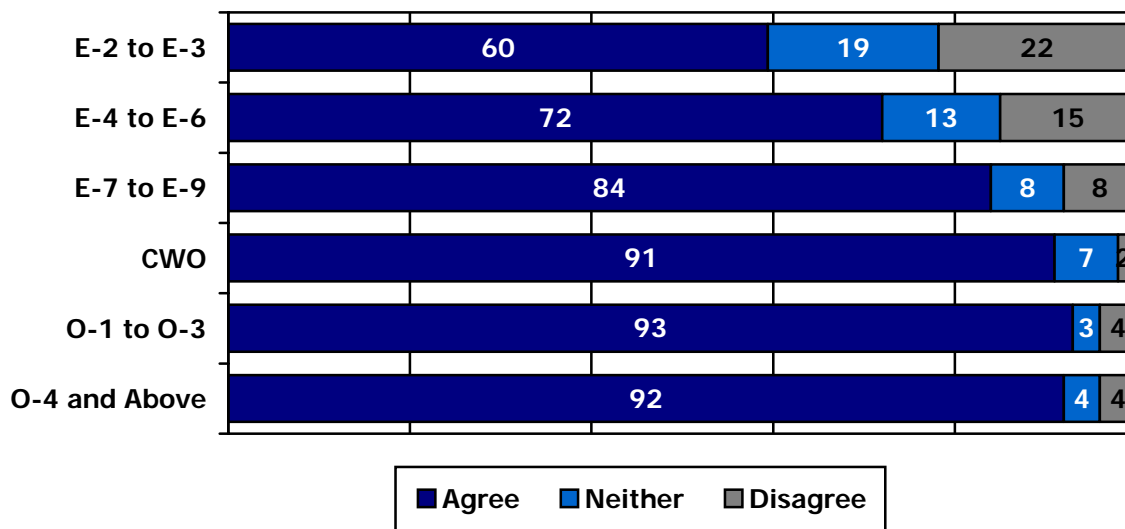
When asked about their current pay and benefits, 75 percent of officers and 53 percent of enlisted Sailors said they were fairly compensated considering all of the pay, incentives, and benefits. This represents a significant increase from the 2003 NPS in which only 66 percent of officers and 43 percent of enlisted reported they were satisfied with their pay and benefits. See Figure 1 for a more detailed breakdown of the responses regarding fairness of compensation. This may be a reflection of both the overall and incentive-based pay increases received by military members in the past 5 years.



**Figure 1. Percentage of Sailors who agree or disagree with the statement *"I Am Fairly Compensated Considering All of the Pay, Incentives and Benefits I Receive."*<sup>1</sup>**

Very little change was noted regarding pay and compensation for the percentage of Sailors who report they are able to pay bills and meet other financial obligations with the pay they receive. In 2003, 93 percent of officers and 69 percent of enlisted reported being able to meet financial obligations, while 92 percent of officers and 71 percent of enlisted felt the same way in 2005 (see Figure 4). The largest change was found for warrant officers as the percentage that reported being able to meet financial obligations jumped from 83 percent in 2003 to 91 percent in 2005. The results for warrant officers should be viewed with caution given their low numbers both in the Navy population and the NPS sample.

<sup>1</sup> In the 2005 NPS, survey respondents were typically given a 5-level response option, for example, "Strongly agree," "Agree," "Neither agree nor disagree," "Disagree," and "Strongly disagree." For ease in presentation and discussion, the responses were recoded to reflect three levels. "Strongly agree" and "Agree" were recoded to "Agree" and "Disagree" and "Strongly disagree" were recoded into "Disagree." These recodes are reflected throughout this report and in the 2005 NPS Tables of Results report (Whittam, 2007). This recoding and presentation of three vs. five response options follows standard practice used on the DOD Status of Forces Surveys.



**Figure 2. Percentage of Sailors who agree or disagree with the statement *"I Am Able to Pay My Bills and Meet My Financial Obligations with the Pay I Receive."***

Sailors have another way to ensure their financial health through contributions to the Thrift Savings Plan (TSP). The TSP is a government-sponsored retirement savings and investment plan, which is similar to 401k plans used in the private sector. Beginning in Fiscal Year 2001, military members have been able to contribute a portion of their pre-tax salary to the fund and determine in which of five investment funds to allocate their contribution. Unlike a traditional 401k, however, the Federal government does not currently match any of the financial contributions made by active duty military personnel the way it does for many civil service employees.

Results from the 2005 NPS indicate that 50 percent of enlisted and 55 percent of officers currently participate in the TSP. This is an increase for both officers and enlisted from 2003. The percentage of enlisted who participate in the TSP almost doubled as only 28 percent participated in TSP in 2003. The Navy has been educating recruits in boot camp about the TSP program and this increase has been particularly dramatic among junior enlisted.

Respondents were also asked about financial losses experienced during moves between stations, referred to as Permanent Change of Station (PCS). Thirty-seven percent of all Sailors who had experienced a PCS move reported they experienced a financial loss during their last PCS move (18% of respondents had not experienced a PCS move). Of those who experienced a financial loss, the most common were lost due to damaged goods (30%), additional cost of moving vehicles (23%), and lost spousal income (20%). For a complete breakdown of the financial losses reported by Sailors when they completed their last PCS move see Table 13.

**Table 12**  
**Financial losses experienced by Sailors during PCS moves**

	Percent	
	Enlisted	Officers
Loss in value of a home or property that you own	6	5
Loss in Spouse Income During Last PCS	21	18
Loss in Spouse Retirement Benefits	5	6
Loss Due to Additional Cost of Moving Vehicles Not Covered by PCS Transition Agreement	23	21
Loss Due to Additional Cost for Full Commercial Insurance Coverage	8	9
Loss Due to Stolen Goods	8	7
Loss Due to Damaged Goods During Move	28	34

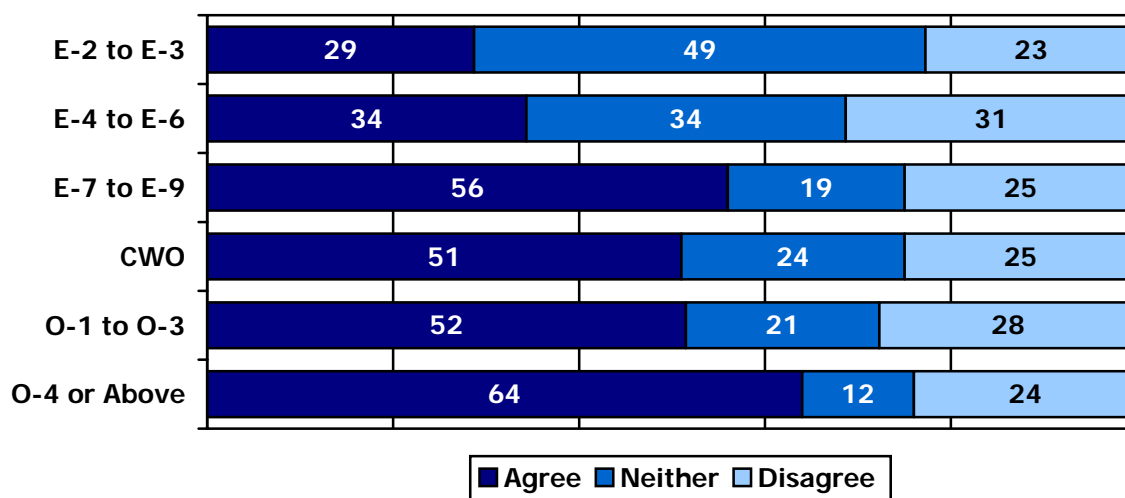
\*Percentage based on those who reported experiencing a financial loss during a PCS move. Multiple responses were allowed; therefore sum of percentages may be greater than 100.

## Quality of Work Life Indicators

*Quality of work life* is used to describe a wide variety of aspects of the work environment including such factors as, leadership, relationships with coworkers, organizational commitment, work climate, resources, training, career development, morale, and satisfaction with the work itself (Janega & Whittam, 2004; Olmsted & Underhill, 2003). It is representative of the subjective well-being of individuals with regard to their perceptions about the quality of their life at work and the work environment. The driving force behind a focus on quality of work life is the belief that as an individual perceives the quality of their work and the work environment as being positive, they are likely to be productive, committed, and will desire to remain with the organization (Olmsted & Underhill, 2003). This is important to the Navy as it seeks to not only maintain current operational readiness but also to support the personal readiness of a well-trained and experienced workforce. The following section reviews findings from the survey on quality of work life and related areas.

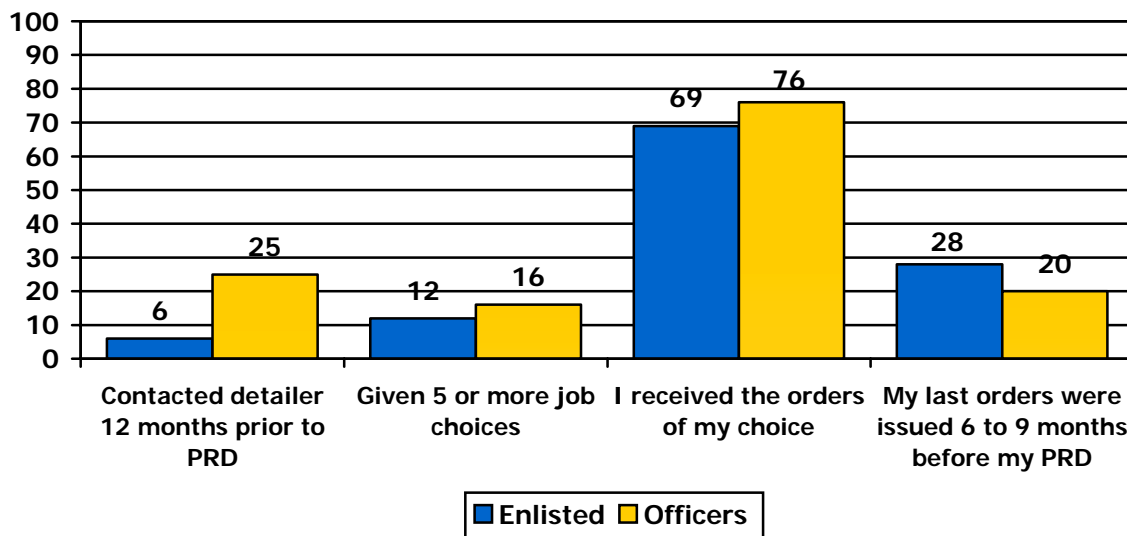
## Detailing and Assignments

Within the area of personnel distribution, detailing refers to the processes used by the Navy to assign Sailors to jobs, or billets as they are commonly called. As Sailors typically rotate jobs every three years or less, satisfaction with the detailing process is important to Navy leadership. Responses to questions about the Navy detailing process indicate that a larger percentage of officers are more satisfied than enlisted Sailors are with several aspects of the detailing process. A greater percentage of officers (67%) report having a clear understanding of the detailing process than enlisted personnel (46%) do. Slightly more than half of officers (58%) and about a third of enlisted Sailors (36%) report that they are satisfied with the detailing process. This difference is largely a product of differences in satisfaction based on paygrade: senior Sailors (both enlisted and officers) reported higher satisfaction than junior or mid-grade enlisted, junior officers, and warrant officers. Overall, 61 percent of officers reported satisfaction with their detailer compared to just 30 percent of enlisted. With the exception of warrant officers, whose satisfaction with the detailing process decreased by 9 percentage points, and junior officers (O-1 to O-3), whose satisfaction increased by 7 percentage points, the data for the other paygroups are essentially unchanged from the 2003 NPS. For a breakdown of satisfaction with detailing see Figure 3.



**Figure 3. Percentage of Sailors who agree or disagree with the statement *"I am satisfied with the current Navy detailing process."***

There were differences between officers and enlisted with items assessing satisfaction with the detailing process and the percentage who contacted their detailers 12 months prior to PRD (6% enlisted, 25% officer). Items that asked about other aspects of the detailing process found similar responses for the percentage given five or more job choices, and receiving the orders of choice (see Figure 4).



**Figure 4. Percentage of Sailors who responded affirmatively to statements about the Navy detailing process.**

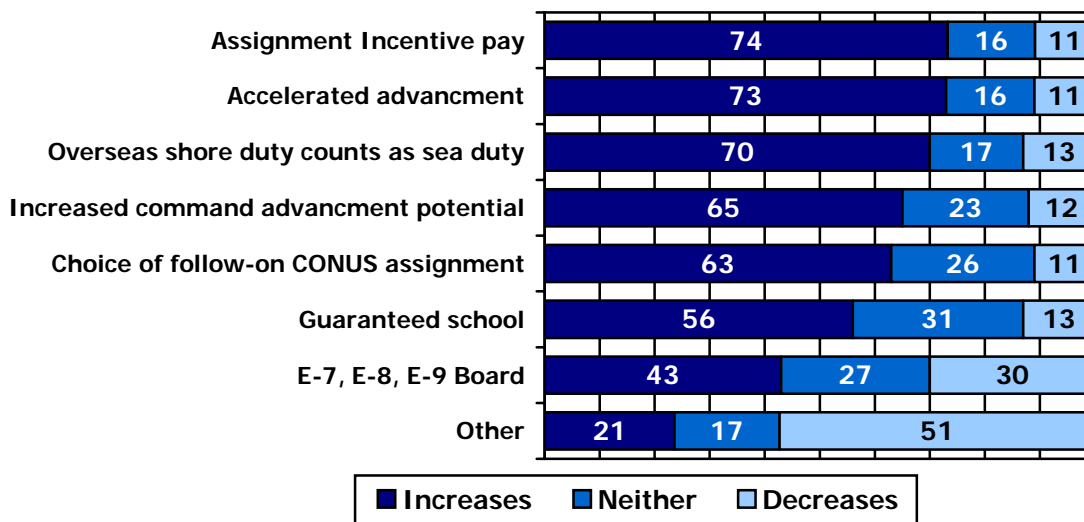
Sailors take numerous factors into consideration when contacting their detailer to negotiate assignments including location, type of duty, and family impact among many others. Sailors indicated which factors were the most important to them when making a detailing-related decision. Of those who received their choice of assignment, officers indicated that geographic location (75%), type of duty (70%), impact of move on family (40%), and potential for promotion (31%) were the most important factors. Enlisted Sailors reported that geographic location (72%), type of duty (61%), promotion potential (35%), and impact on family (32%) were the most important factors in making their assignment decision.

At the request of Enlisted Detailing (PERS-40), additional questions were added for enlisted Sailors to better understand where they get most of their information to make a decision about their next assignment and about factors related to accepting an overseas assignment. Regarding sources of information, the single most important source of information for E-2 to E-3 were co-workers, and for E-4 to E-6 and E-7 to E-9, Job Advertising and Selection System/JASS-based Career Management System (JASS/JCMS) (the on-line job announcement and application system) was the single most important source of information. Table 14 below presents the top five sources of information by paygroup. It is clear that other individuals, typically co-workers, are leading sources of information for all groups.

**Table 13**  
**Top 5 sources of information about next assignment**

<b>E-2 to E-3</b>	<b>E-4 to E-6</b>	<b>E-7 to E-9</b>
Co-workers (66%)	Co-workers (66%)	Detailer (66%)
Supervisor/Chief (55%)	Supervisor/Chief (55%)	Co-workers (55%)
Internet (52%)	JASS/JCMS (54%)	JASS/JCMS (53%)
Command Career Counselor (50%)	Other Navy Sailors, not part of Chain of Command or co-worker (50%)	Other Navy Sailors, not part of Chain of Command or co-workers (47%)
Other Navy Sailors, not part of Chain of Command or co-worker (35%)	Command Career Counselor (49%)	Supervisor/Chief (41%)

The second area of focus for PERS-40 was the acceptance of overseas orders. Figure 5 presents various incentives and the response of enlisted Sailors who reported that the incentives increased desire to accept overseas orders, neither increases nor decreases desire to accept, and decreases desire to accept overseas orders. Assignment incentive pay, followed closely by accelerated advancement and overseas shore duty counting as sea duty were the top three incentives likely to increase desire to accept overseas orders.



**Figure 5. Impact of various incentives on the desire to accept overseas orders for Enlisted Sailors.**

Regarding choice of location for overseas orders, Table 15 presents the top five locations by paygroup. Clearly, European locations are primary, followed by Japan.

**Table 14**  
**Top 5 most preferred overseas locations by enlisted paygrade groups**

<b>E-2 to E-3</b>	<b>E-4 to E-6</b>	<b>E-7 to E-9</b>
Italy (except for Sigonella) (21%)	Europe (except for Italy, Spain, Greece) (22%)	Europe (except for Italy, Spain, Greece) (22%)
Japan (18%)	Japan (18%)	Japan (19%)
Europe (except for Italy, Spain, Greece) (16%)	Spain (17%)	Italy (except for Sigonella) (16%)
Spain (15%)	Italy (16%)	Spain (14%)
Other (10%)	Other (7%)	Other (8%)

## TEMPO

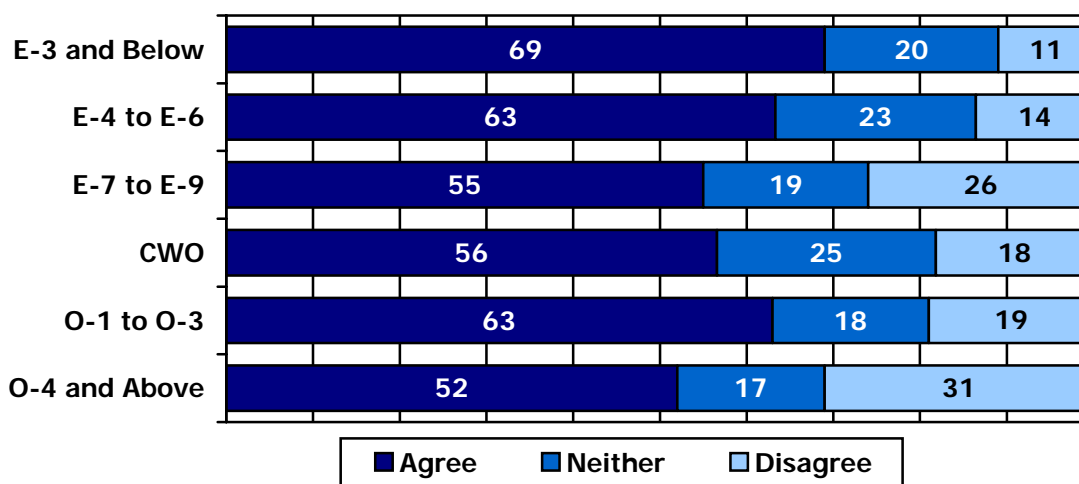
The amount of time a Sailor spends away from his or her homeport or permanent duty station carrying out assignments is referred to as TEMPO. Sailors responded to a series of items about impact of TEMPO on their lives over the past year. The majority of Sailors (57% officers and 55% enlisted) indicated that they were away from their homeport on official business, training, work-ups, or deployment for less than 50 days in the past year (see Table 14). Sailors' satisfaction with the amount of time they have spent at their permanent duty is fairly high, as 78percent of officers and 63 percent of enlisted Sailors reported they were satisfied in 2005.

**Table 15**  
**Days away from permanent duty station in the past 12 months**

	<b>Percent</b>	
	<b>Enlisted</b>	<b>Officers</b>
None	35	15
1-49 days	20	42
50-99 days	12	16
100-149 days	10	9
150-199 days	12	9
200-249 days	7	5
250-299 days	3	3
300 or more days	1	1

A major concern regarding TEMPO is the impact that being away has on family life and personal relationships. Sixty-two percent of Sailors reported that their Navy careers cause a significant amount of separation from their families and other important people within their personal life. The 2003 and 2005 data show similar patterns in terms of the number of days Sailors spend away from their homeport.

Although the average number of TEMPO days experienced by the majority of respondents was less than 50 days, responses to the NPS provided some indication that Sailors are feeling the impact of stress in their lives due to their time away from home. Somewhat less than half of Sailors (38% officers and 43% enlisted) indicated that their Navy career gets in the way of their ability to have a personal life. Additionally, 26 percent of officers and 32 percent of enlisted Sailors indicated that they have difficulty juggling the demands of their family or personal life with their Navy career. Overall, the vast majority of Sailors agree that their Navy career causes a significant amount of separation from family or other important people (see Figure 5).

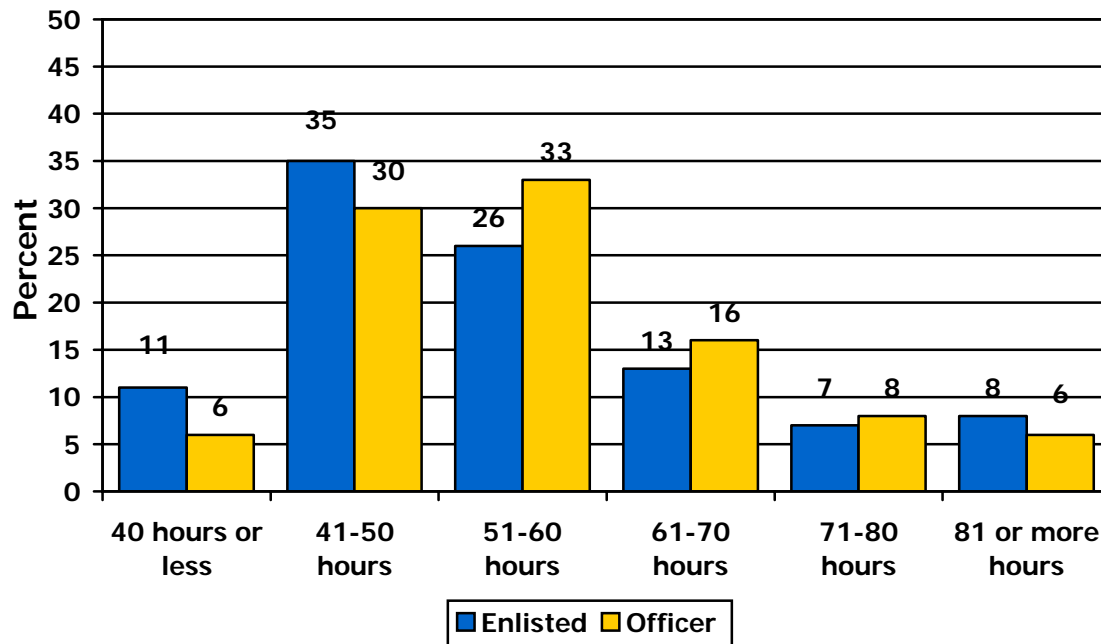


**Figure 6. Percentage of Sailors who agree or disagree with the statement *"My Navy career causes a significant amount of separation from my family or other important people in my personal life."***

## Hours Worked

As in 2000 and 2003, Sailors were asked how much time they were required to work in a typical week during the past 12 months. A large majority (94% officers and 89% enlisted) reported working more than 40 hours. While there were some small variations in time worked between officers and enlisted Sailors, the only major difference was that a larger percentage of officers (33%) reported working between 51 and 60 hours/week than enlisted (26%). However, the amount of time Sailors worked during a typical workweek appears to be directly related to the type of duty or billet they are currently serving in. Sailors assigned to shore duty reported that they tended to work 41–50 hours while those on sea duty reported 51–60 hours of work on average during the past year,

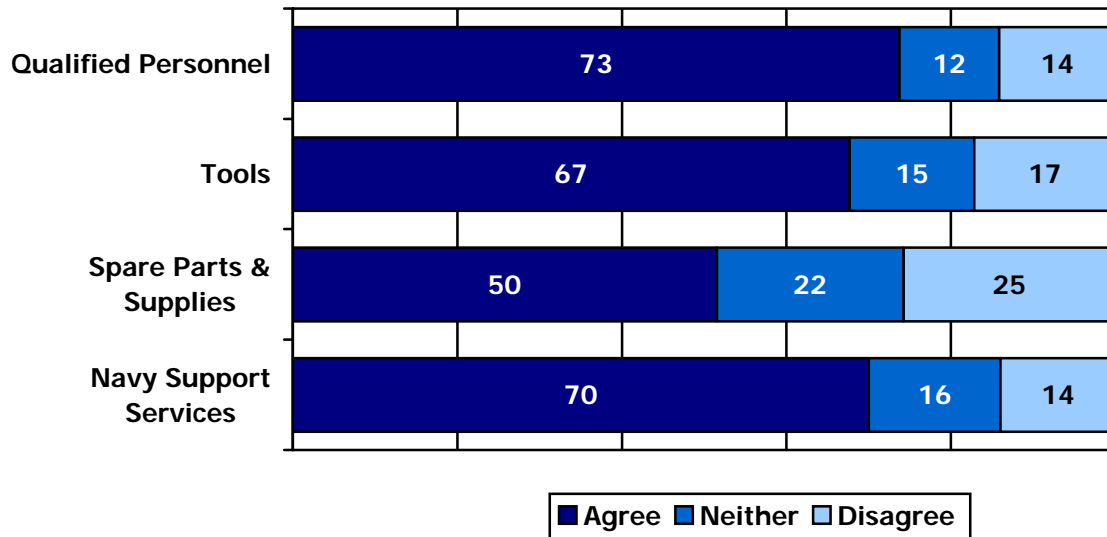
which replicate findings from the 2000 and 2003 NPS. The highest percentage of Sailors on “other” types of duty, such as duty under instruction, neutral duty, etc. reported working 51–60 hours per week.



**Figure 7. Number of Hours Worked During a Typical Week in the Past 12 Months.**

## Resources

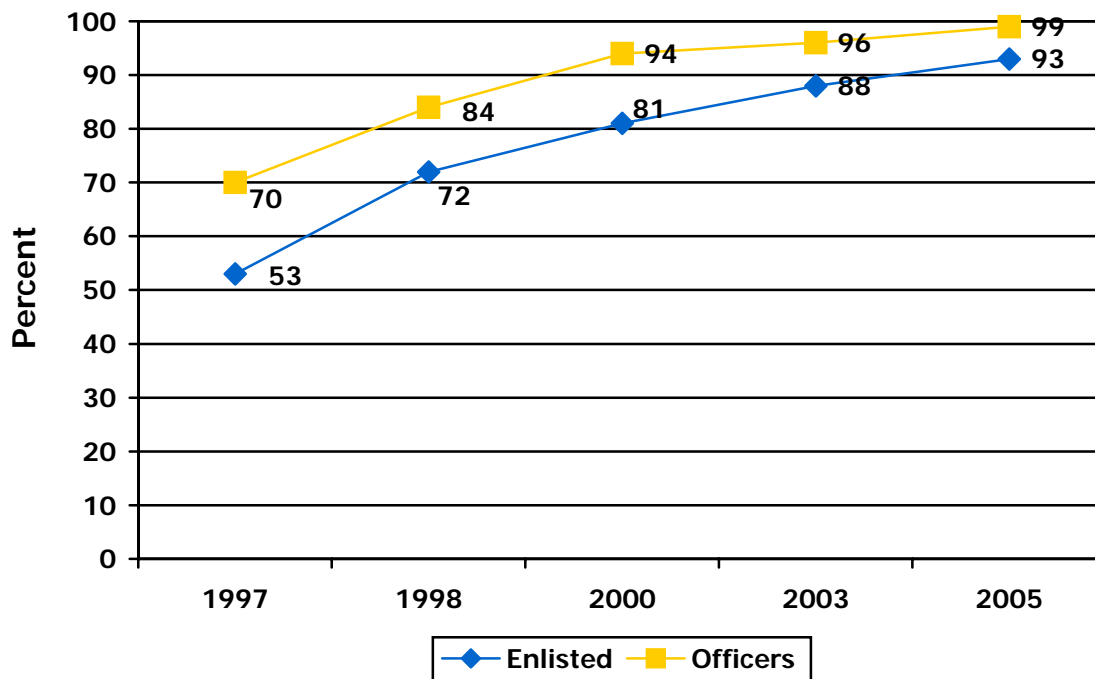
Resources from people to parts and supplies are necessary to successfully operate the Navy. They are also important components of quality of work life. Sailors were asked about the availability of resources and the impact that these resources have on the ability to successfully execute their mission. Almost three-fourths of Sailors report that their command has enough qualified personnel (73%), which is an increase of 13 percentage points from the 2003 survey. Also, the majority of Sailors agree that they have adequate tools (67%), and sufficient Navy support (70%) to successfully execute their mission (see Figure 7). Although only 50 percent of Sailors believe their command has enough spare parts and supplies to successfully meet their mission requirements, this number has increased 13 percentage points from the NPS 2000 and 3 percentage points from NPS 2003. Fewer Sailors on sea duty (36%) than shore duty (50%) reported having enough spare parts and supplies, which is slightly lower than the 2003 NPS indicated (55% shore duty and 40% sea duty).



**Figure 8. Percentage of Sailors who agree or disagree with the statement *"My command has adequate spare parts and/or supplies to successfully execute our mission."***

### Internet Access and Use

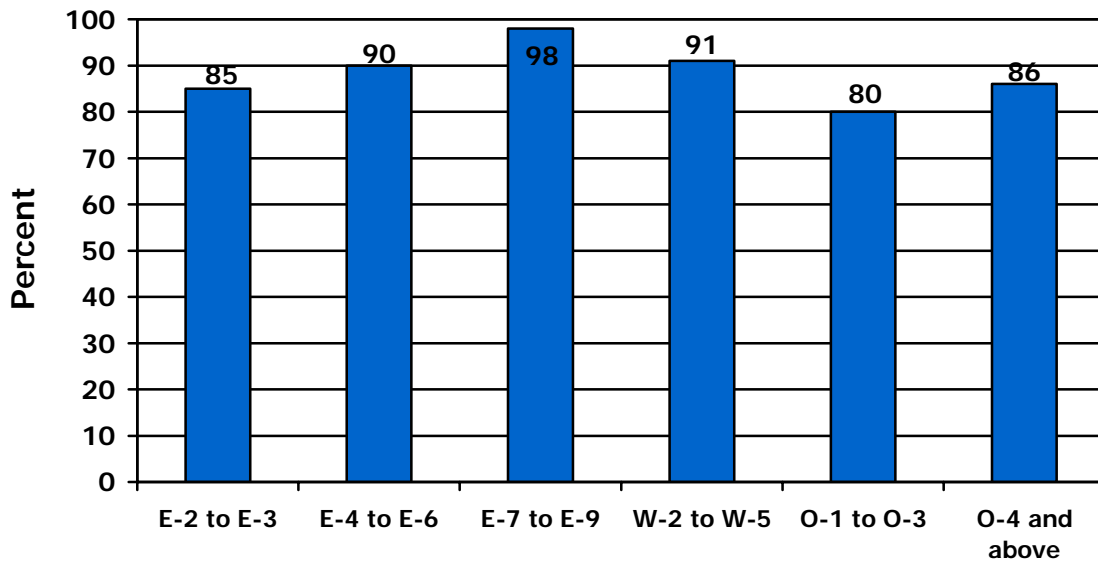
Not surprisingly, access to the Internet/World Wide Web has increased steadily since the NPS began tracking Internet use and access in 1997. Currently, 99 percent of officers and 93 percent of enlisted Sailors report that they have some type of Internet access at their worksite, whether it is their own computer or one which they share with others. Figure 8 shows the increase in Internet access that has occurred during the past years. Although the percentage of Sailors who have access to the Internet is quite high, only 64 percent report having constant access (76% officers and 62% enlisted) and 63 percent report being able to use it at any time (83% officers and 60% enlisted). This may present a problem for some as Navy continues to develop and promote Sea Warrior, its automated, on-line career management and development system.



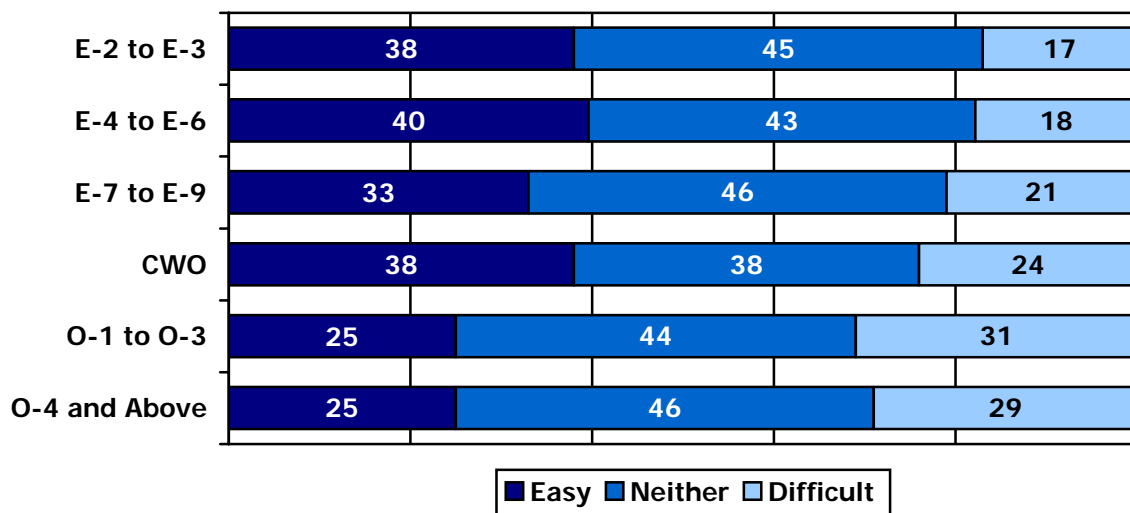
**Figure 9. Percentage of Sailors who have access to the Internet at their Navy job over time.<sup>2</sup>**

Navy Knowledge Online (NKO) is one of the recent innovations for communicating to Navy personnel via the Internet. NKO is an integrated delivery system that provides vital information and training/education for Sailors on many career-related issues. Eighty-nine percent of Sailors (83% officers and 90% enlisted) report having used or viewed NKO (see Figure 9). Although most Sailors reported using NKO, only 34 percent indicate using it at least once a week. The majority of Sailors (66%) report that they have used NKO once or twice or when they cannot find the information elsewhere. Overall, 45 percent of those who have used or viewed NKO report that it is neither easy nor difficult to use suggesting that there is some room for improvement (see Figure 10).

<sup>2</sup> The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.



**Figure 10. Percentage of Sailors who have viewed/used Navy Knowledge online.**



**Figure 11. Sailor ratings of difficulty of finding information on NKO.**

## Working Conditions

Navy Sailors work in a variety of environments ranging from office buildings to forward deployed ships at sea. Thus, it is not surprising that Sailors vary widely in how they assess different aspects of their Navy jobs. On the 2005 NPS, 77 percent of officers and 71 percent of enlisted Sailors report that they are satisfied with the physical conditions of their worksite (see Table 15). Similarly, the 2005 NPS yielded a high percentage of Sailors who indicate satisfaction with job security (75%), responsibility on the job (75%), freedom to do their job (71%), challenge on the job (69%), feeling of

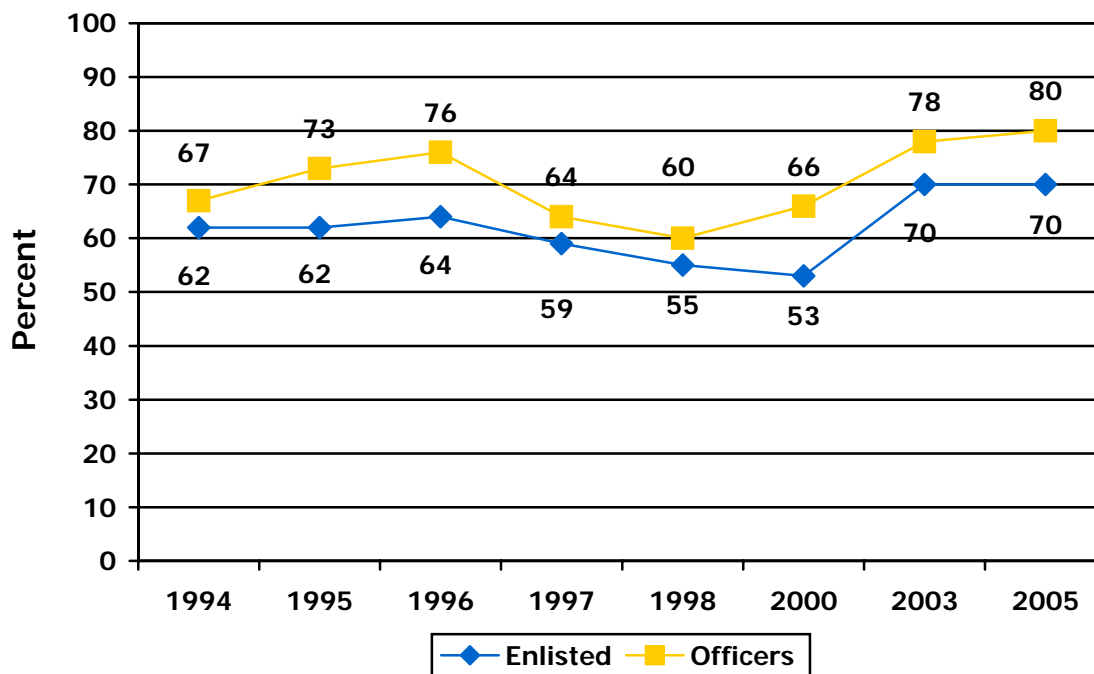
accomplishment from their job (65%), and flexibility of command in dealing with personal issues (67%). Although more than half of Sailors are satisfied with their opportunities for personal growth on the job (62%), as in the past, less than half (43%) of Sailors were satisfied with their supply of parts and equipment. Generally, officers indicate greater satisfaction with their Navy working conditions than enlisted Sailors do.

**Table 16**  
**Percentage of Sailors who indicated that they were satisfied or very satisfied with the following characteristics of their Navy job**

	Percent	
	Enlisted	Officers
Job security	74	82
The amount of responsibility on the job	74	85
The amount of freedom given to do the job	69	83
The amount of challenge on the job	67	82
The physical working conditions of the job	71	77
The feeling of accomplishment from the job	63	74
The flexibility of command in dealing with family/personal issues	64	81
The opportunities for personal growth on the job	60	73
Availability of parts/supplies	42	45

## Gender Integration

Since the changes in the combat exclusion regulations over a decade ago, the Navy has become a much more gender-integrated force with greater numbers of women being assigned to combatant ships. Issues regarding gender integration have been assessed on the NPS since the change in regulations in the mid 1990s. In past years, Sailors have generally expressed opinions in support of women in combat situations and in their ability to perform well under these conditions. When first asked on the 1994 NPS (Kantor, Ford, Wilcove, & Gyll, 1995a; Kantor, Ford, Wilcove, & Gyll, 1995b; Wilcove, 1996), 67 percent of officers and 62 percent of enlisted Sailors indicated that they believed that women had the ability to successfully carry out their military duties and perform in combat situations. As shown in Figure 9, the percentage of Sailors with a positive assessment of women's abilities to perform in combat situations increased since 1994, but then dropped in later years perhaps associated with a large increase in assignments of women to combatant ships. Since 2000, these numbers have continually risen to beyond the original baseline results. In 2005, the majority of Sailors (80% officers and 70% enlisted) agreed that women could successfully carry out their duties and perform in combat situations. These numbers are quite similar to the 2003 NPS results. These findings are the highest they have been since the initial administration of gender-integration items in 1994 (see Figure 11).



**Figure 12. Percentage of Sailors who agree or strongly agree with the statement *"Women Have the Ability to Successfully Carry Out the Duties of Their Combatant Roles."*<sup>3</sup>**

As with past surveys, results of the 2005 NPS indicate that a higher percentage of officers (vs. enlisted) and males (vs. females) agree with the statements concerning gender integration. The only exception being that a negligible difference (1%) was found in the agreement of males versus females regarding women's successful integration into combatant shops and aviation squadrons. The majority of officers (91%) and three-fourths of enlisted agree that leadership supports gender integration. Overall, the results are much higher than those in years prior to the 2003 NPS. And while a smaller percentage of female Sailors believe leadership is supportive of gender integration, female Sailors were just as likely to report that women are being successfully integrated into combatant ships and aviation squadrons as male Sailors were.

<sup>3</sup> The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

**Table 17**  
**Percentage of Sailors by group who indicated that they agree or strongly agree with the following statements regarding gender integration<sup>3</sup>**

	Percent	
	Enlisted	Officers
Leadership in my organization is supportive of gender integration	75	91
Women have the ability to successfully carry out the duties of their combatant roles	70	80
Women are being successfully integrated into combatant ships and aviation squadrons	66	69

**Table 18**  
**Percentage of Sailors by gender who indicated that they agree or strongly agree with the following statements regarding gender integration**

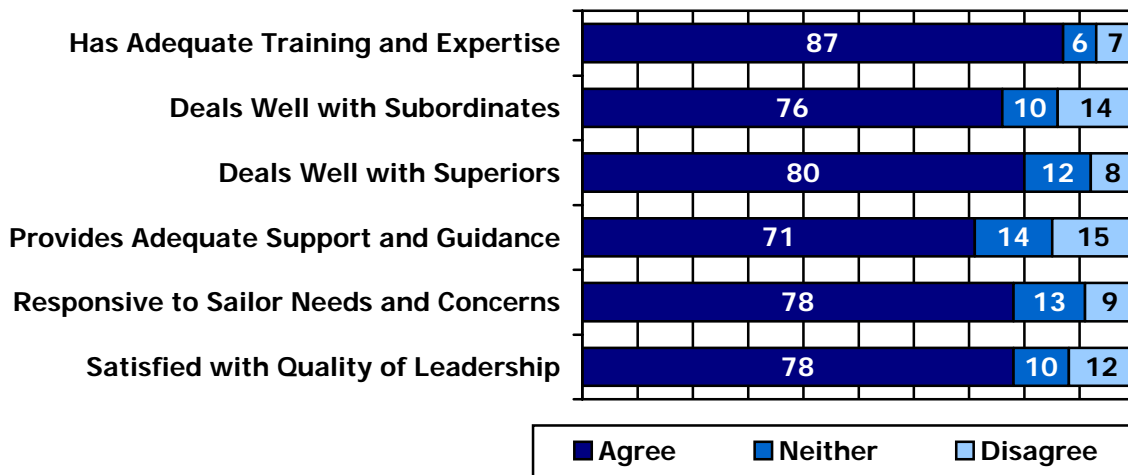
	Percent	
	Males	Females
Leadership in my organization is supportive of gender integration	79	71
Women have the ability to successfully carry out the duties of their combatant roles	70	80
Women are being successfully integrated into combatant ships and aviation squadrons	66	65

### **Leadership Satisfaction**

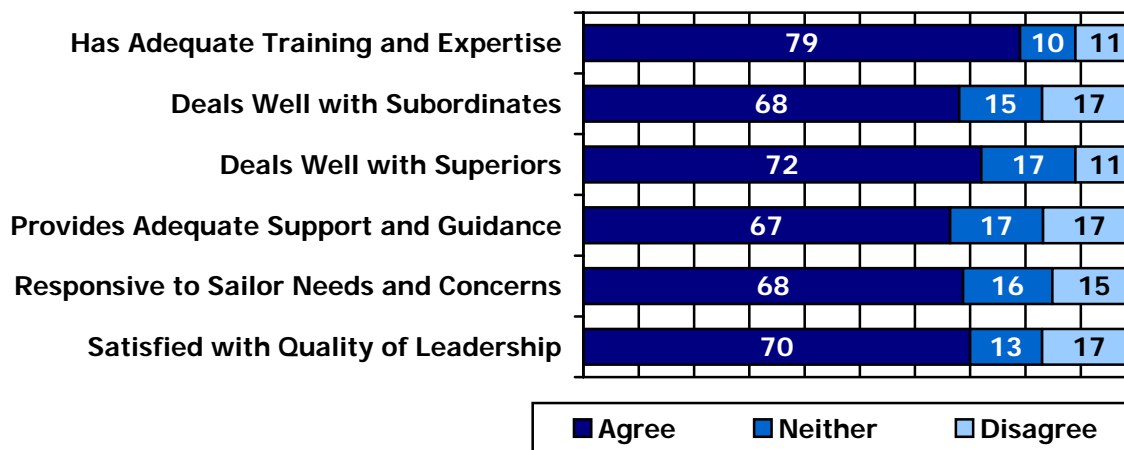
The 2005 NPS included a number of questions regarding Sailor satisfaction with various aspects of leadership. Respondents completed questions that asked them to rate their satisfaction with leadership on five components and then provide an overall assessment of the quality of leadership. The components rated were training/expertise, subordinate relationships, superior relationships, support and guidance, responsiveness to Sailor concerns, and overall satisfaction with the quality of leadership. Satisfaction with leadership ratings were obtained for both immediate supervisors and command

leadership. As in the past, more officers than enlisted Sailors are satisfied with their immediate supervisor (78% officer and 70% enlisted) than with command leadership (75% officer and 61% enlisted) overall. The same pattern holds for support and guidance provided by both immediate supervisors (71% officers and 67% enlisted) and command leadership (70% officers and 62% enlisted). When considered as a whole, satisfaction with leadership is lower for command leadership (63%) than for immediate supervisors (71%). Responses to the adequacy of training and expertise are similar as 80 percent of Sailors believe their immediate supervisor has sufficient training and expertise while slightly less (76%) feel that their command supervisor has appropriate training and expertise.

Most officers and enlisted Sailors were satisfied with the leadership provided by their immediate supervisors (see Figures 12 and 13). A large majority indicated that they agreed that their immediate supervisors had adequate training and expertise to do their jobs (87% officers and 79% enlisted), deal well with subordinates (76% officers and 68% enlisted), deal well with superiors (80% officers and 72% enlisted), provide adequate support and guidance (71% officers and 67% enlisted), and are responsive to Sailors' needs and concerns (78% officers and 68% enlisted). Both officers (78%) and enlisted Sailors (70%) indicated their satisfaction with the quality of leadership demonstrated by their immediate supervisors, which represents an increase of 4 percentage points for enlisted.

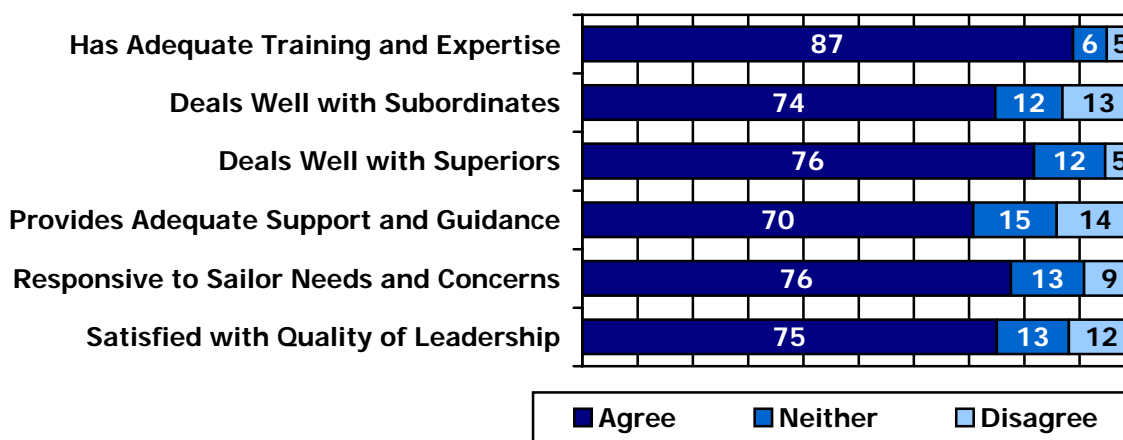


**Figure 13. Officers' ratings of agreement with statements regarding their immediate supervisor.**



**Figure 14. Enlisted ratings of agreement with statements regarding their immediate supervisor.**

As in 2000 and 2003, fewer Sailors were satisfied with command leadership than they were with their immediate supervisors (Figures 14 and 15). This was particularly the case for enlisted Sailors who typically gave ratings that were approximately 8 to 16 percentage points lower than those of the officers. While 87 percent of officers agreed that their command leadership has adequate training and expertise, only 74 percent of enlisted Sailors agreed. When asked how their command leadership deals with others, a higher percentage of officers than enlisted Sailors indicated that they deal well with subordinates (74% officers and 61% enlisted) and deal well with superiors (76% officers and 64% enlisted). The same pattern holds for Sailor satisfaction with the support and guidance (70% officers and 62% enlisted) and responsiveness to Sailor needs and concerns (76% officers and 60% enlisted) of command leadership.



**Figure 15. Officers' ratings of satisfaction with their command leadership.<sup>4</sup>**

<sup>4</sup> Excludes those who declined to answer or who selected "Do not know".

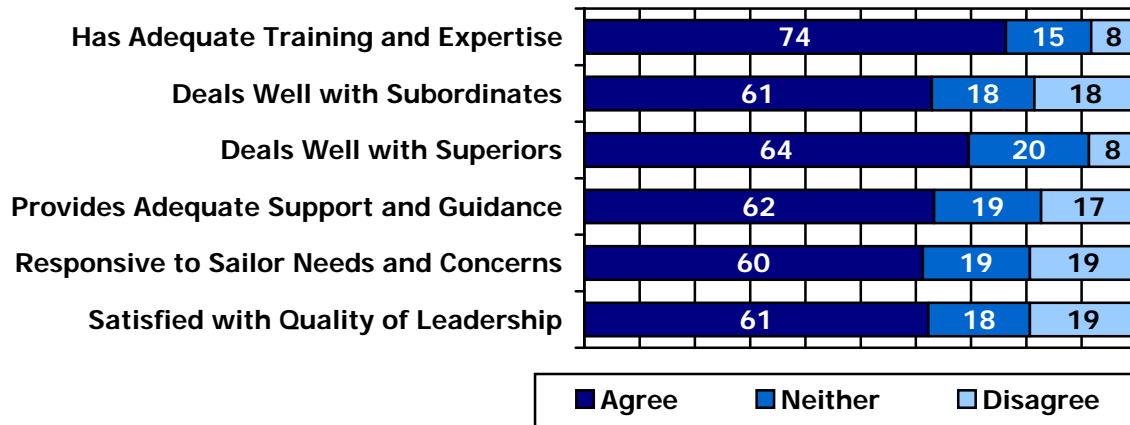


Figure 16. Enlisted ratings of satisfaction with their command leadership.<sup>4</sup>

A large majority of officers (75%) and over one-half of enlisted Sailors (61%) indicated they were satisfied with the quality of leadership demonstrated by their command leadership. This continues the upward trend for enlisted personnel since 1998, although there is no difference for officers since 2003 (see Figure 16).

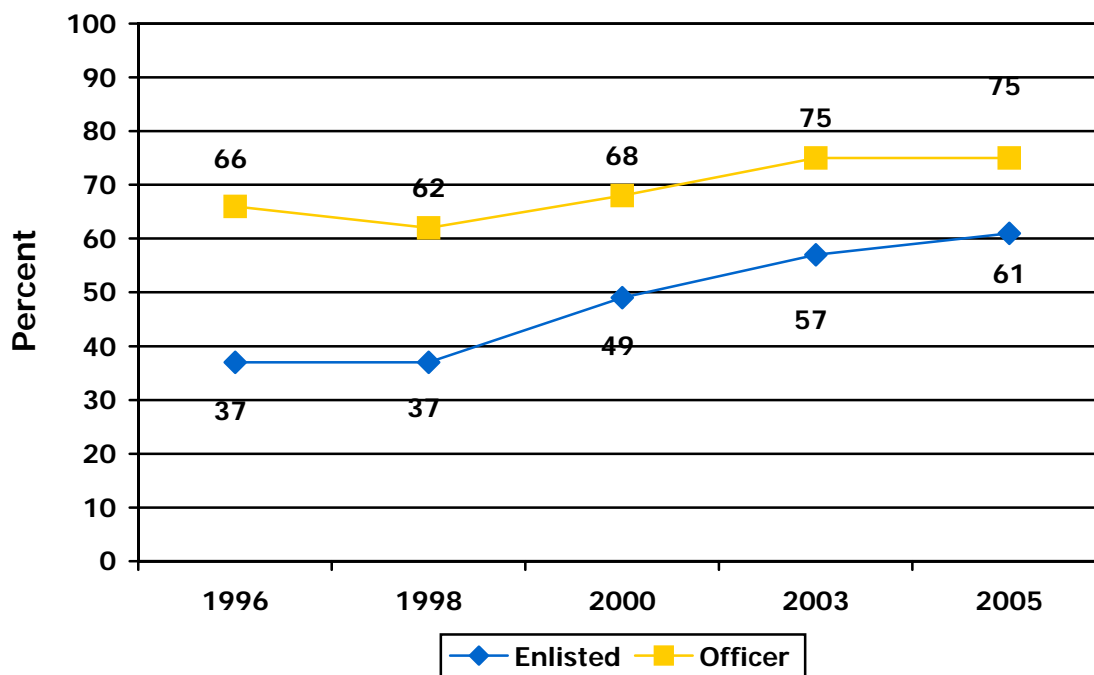


Figure 17. Percentage of Sailors who are satisfied or very satisfied with their command leadership.<sup>4</sup>

<sup>4</sup> Excludes those who declined to answer or who selected "Do not know."

<sup>5</sup> The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

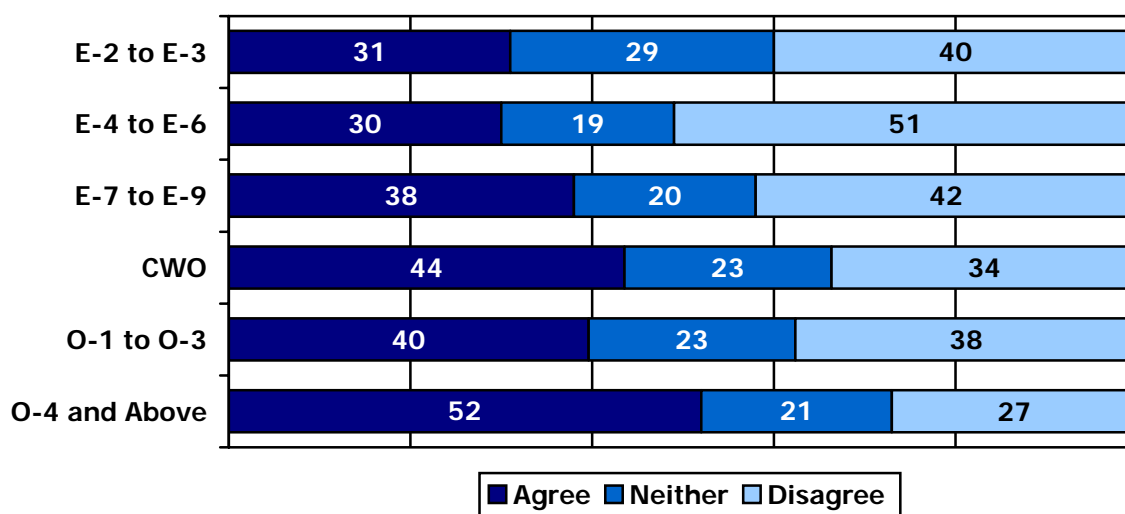
## Career Development

The Navy is interested in supporting the career development of Sailors as shown by leadership's emphasis on the development and implementation of Sea Warrior, a web-based career management tool. The Navy's goals include developing a more skilled workforce, improving job satisfaction, increasing retention of the best quality Sailors, and preparing Sailors for a successful transition into the reserves or civilian workforce. There are also a variety of programs and procedures in place to track and encourage Sailor career development. Fitness reports (FITREPs) and evaluation reports (EVALs) are methods of assessing employee performance and achievement leading to promotion/advancement recommendations. The Navy provides feedback to Sailors on their performance and achievement by way of EVALs for junior enlisted (E-1 to E-3) and petty officers (E-4 to E-6). The FITREP is used for the same purpose with senior enlisted (E-7 to E-9), warrant officers, and commissioned officers. Overall, only about half (51%) of Sailors are satisfied with the current EVAL/FITREP system. Most Sailors report that their last EVAL/FITREP was fair and accurate (84% officers and 66% enlisted), conducted in a timely manner (88% officers and 70% enlisted), allowed for their own input (96% officers and 71% enlisted), and recognized their accomplishments (78% officers and 53% enlisted). While a majority of officers (61%) indicated that they had been recognized with appropriate awards for their performance, only 40 percent of enlisted agreed.

**Table 19**  
**Percentage of Sailors who indicated they agree or strongly agree with the following statements regarding EVALS/FITREPS**

	Percent	
	Enlisted	Officers
I have a clear understanding of the present EVAL/FITREP system	80	91
My last EVAL/FITREP was fair and accurate	66	84
My last EVAL/FITREP was conducted in a timely manner	70	88
I was able to submit my own input at my last EVAL/FITREP	71	96
My last advancement/promotion recommendation was fair/accurate	67	86
I am satisfied with the present Navy EVAL/FITREP system	49	62
The most qualified and deserving Sailors score the highest on their EVAL/FITREPs	31	46
I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	53	78
I feel that I have been adequately recognized for my accomplishments with appropriate awards	40	61

Sailors were also asked how well the current EVAL/FITREP process matches their own expectations for accuracy. Table 18 indicates that less than half of the respondents (46% officers and 31% enlisted) believed that the most qualified and deserving Sailors rank highest on their EVALs/FITREPs, with the lowest levels of satisfaction occurring between junior enlisted (E-1 and E-3) and petty officers (E-4 to E-6) (see Figure 17 for complete breakdown by paygrade). The percentage of Sailors who are satisfied with the current EVAL/FITREP system continues to be low.



**Figure 18. Percentage of Sailors who agree or disagree with the following statement *"The Most Qualified and Deserving Sailors Score Highest on Their EVALS/FITREPS."***

The Navy also provides other informal mechanisms to further encourage Sailor career development. These include mid-year career counseling, as well as providing command career counselors, detailers, and others who can provide information that may be helpful to Sailors. Results indicated that while the formal parts of the Navy career development (i.e., EVAL/FITREP) process appear to be working well, this is less the case for the more informal mechanisms. While just over half of officers (52%) report that they have been given proper career development and guidance by their immediate supervisor, less than half of enlisted (47%) feel the same (see Table 19).

**Table 20**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding career development and career path**

	Percent	
	Enlisted	Officers
I have a clearly defined path for my designator, rating, or community	59	74
I have made sufficient progress in my advancement for my designator, rating, or community	64	85
I have been given adequate counseling/guidance on my career development by my immediate supervisor	47	52
I have been given adequate counseling/guidance on my career development by my division, department, or command career counselor	44	36

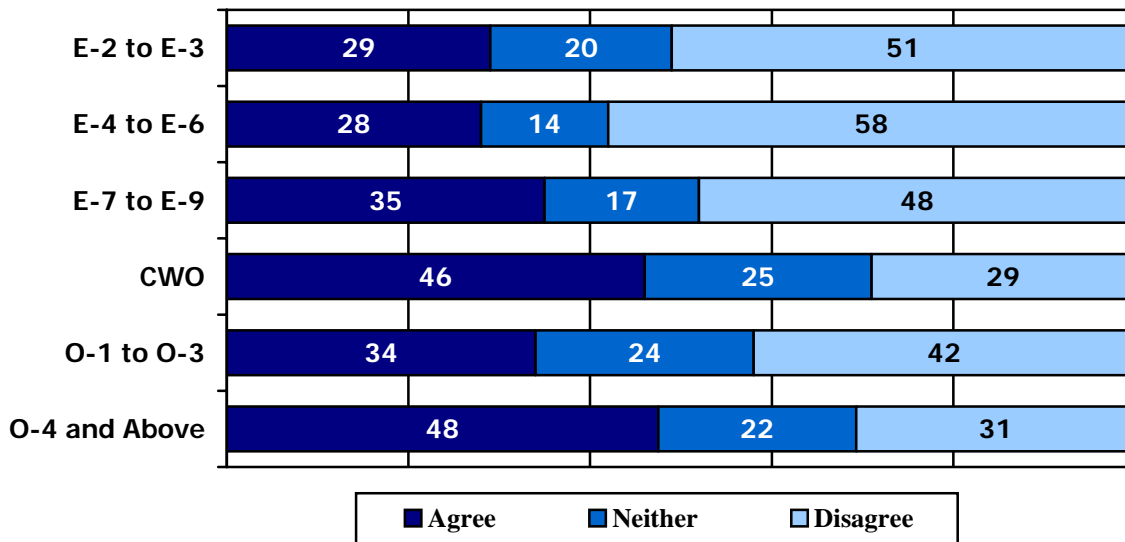
Sailors were also asked about the career path they chose to pursue. The majority of respondents (74% officers and 59% enlisted) believed that they had a clearly defined career path for their designator, rating, or community (see Table 19). In addition, most (85% officers and 64% enlisted) indicated they had made sufficient progress in their advancement/career development for their designator, rating, or community. Furthermore, the majority of Sailors (76% officers and 69% enlisted) were able to attain the designator, rating, or community of their choice.

Since the results for career development were both positive and negative, it might be expected that results for satisfaction with advancement and promotion would be mixed as well. The results supported these expectations. While most Sailors (81%) report that they understand the Navy advancement system, a little over half of officers (57%) and a third of enlisted (35%) reported that they are satisfied with it (see Table 20). In contrast the majority of Sailors (84% officers and 66% enlisted) believed their last promotion recommendation was fair and accurate and most believe (62% officers and 67% enlisted) that they will be advanced or promoted within their current term of service. These results are slightly lower than the findings from the 2003 NPS.

**Table 21**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding career advancement**

	Percent	
	Enlisted	Officers
I have a clear understanding of the present Navy advancement/promotion system	81	85
I am satisfied with the present Navy advancement/promotion system	35	57
I believe the most qualified and deserving Sailors get advanced/promoted	29	41
I expect to be advanced within my current term of service	65	57

Sailors were also asked if they believed that those who deserved to be promoted actually are. A sizeable percentage of enlisted Sailors (56%), especially petty officers (E-4 to E-6), disagreed with the statement “the most qualified and deserving Sailors get promoted” (see Figure 18). Similar to previous findings, while Sailors feel they have been treated fairly in their own promotion recommendations, they do not believe that others who are deserving of promotion are currently getting promoted within the Navy.



**Figure 19. Percentage of Sailors who agree or disagree with the following statement *"The Most Qualified and Deserving Sailors Get Promoted."***

## Morale

Morale is a key indicator regularly mentioned by leadership as important to the effective functioning of the Navy. When asked to rate the current state of morale at their command, 27 percent of Sailors indicated that morale was low, 40 percent of respondents indicated that morale was medium and 34 percent indicated that morale was high (see Figure 19 for complete breakdown by paygrade). Compared to the 2003 NPS, there has been an increase in Sailors reporting high morale and a decrease in Sailors reporting medium and low morale (see Figure 20). The only group that did not increase in reporting high morale from 2003 to 2005 is warrant officers (45% in 2005 and 51% in 2003); and given the relatively few warrant officers in the sample, these results should be viewed cautiously.

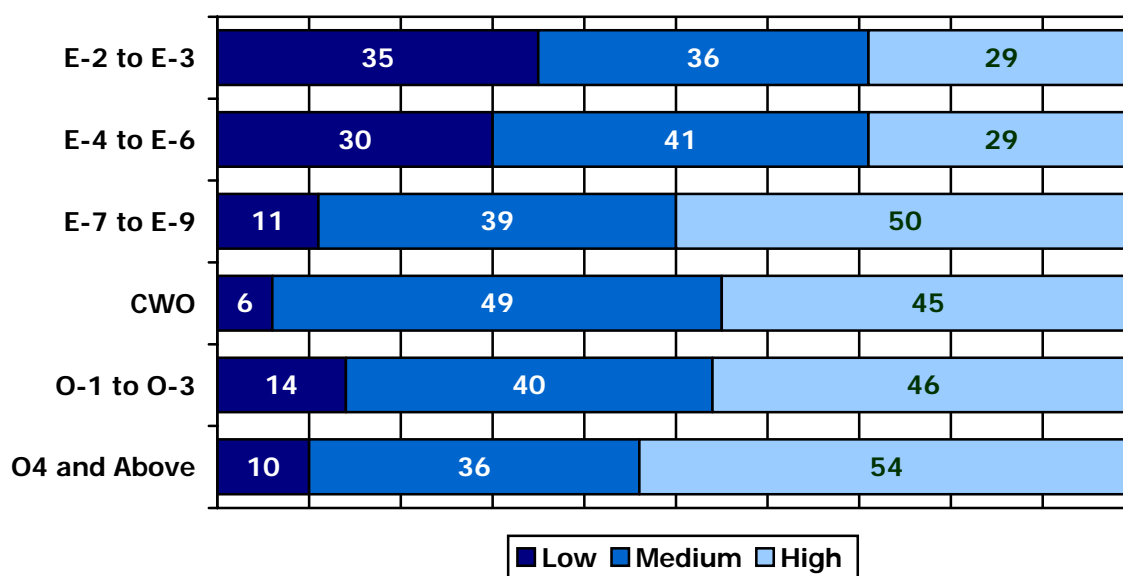
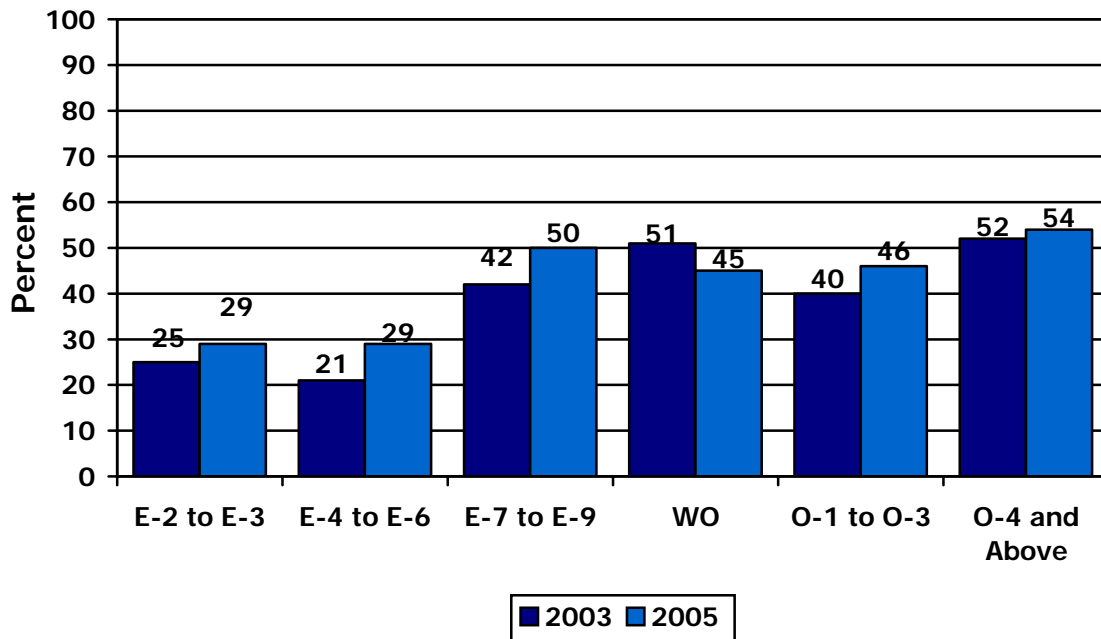


Figure 20. Sailor ratings of morale at present (or most recent) command by paygrade.



**Figure 21. Percentage of Sailors reporting “High” command morale by paygrade from the 2000 NPS and the 2003 NPS.**

Sailors indicated a number of different factors influence their current level of morale (see Table 21 and Table 22). The top five factors that respondents indicated had a positive influence on their morale were co-workers (65%), immediate supervisors (64%), quality of education programs (63%), performance of the crew, work team, or ship on exercise (57%), and command leadership (55%).

**Table 22**  
**Top five (5) factors having a significant positive impact on morale**

Enlisted	Officers
1. Quality of education programs	1. Co-workers/shipmates
2. Immediate supervisor	2. Immediate supervisor
3. Co-workers/shipmates	3. Command leadership
4. Performance of the crew/work teams	4. Quality of education programs
5. Navy support services	5. Performance of the crew/work teams

Sailors also identified which factors had a negative influence on morale (see Table 22). Officers and enlisted agreed on three of the top five factors that had a negative influence on their morale: workload (33%), unit/workgroup manning (33%), and TEMPO (31%). The two factors that differed were similar to those that differed in 2003 for both officers and enlisted. The top factors for enlisted Sailors differed in two areas: amount of time off (30%) and command leadership (28%), for officers, pace of work (35%) and supply of spare parts and supplies (26%) also had a negative impact on their morale.

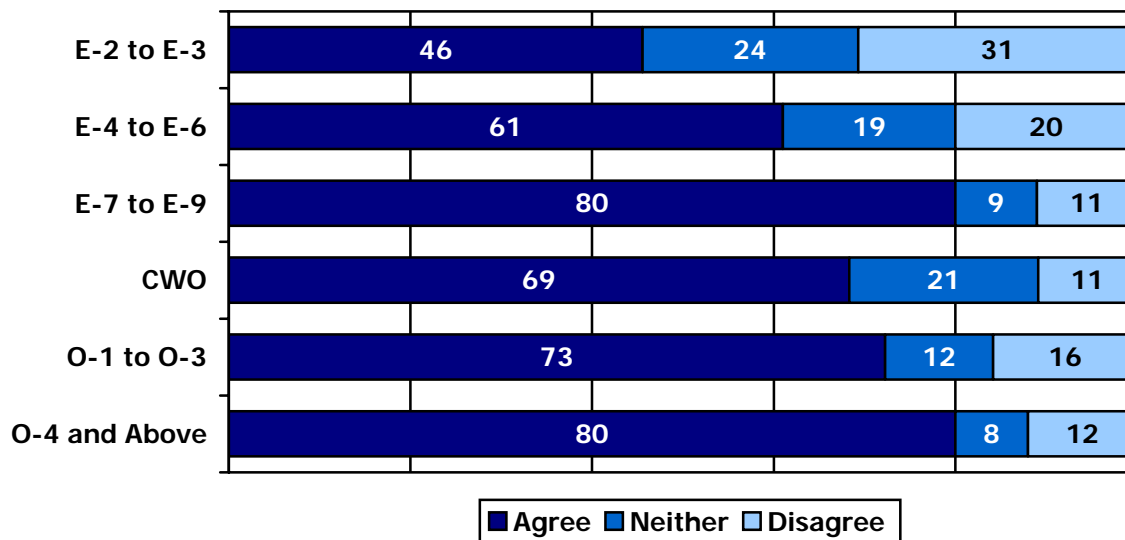
**Table 23**  
**Top five (5) factors having a significant negative impact on morale**

Enlisted	Officers
1. Workload	1. Workload
2. Unit/workgroup	2. Unit/workgroup
3. TEMPO (e.g., time away from home for deployment, TAD, etc.)	3. Pace of work
4. Amount of time off (e.g., leave, liberty, other)	4. TEMPO (e.g., time away from home for deployment, TAD, etc.)
5. Command leadership	5. Supply of spare parts/supplies

### Job Satisfaction

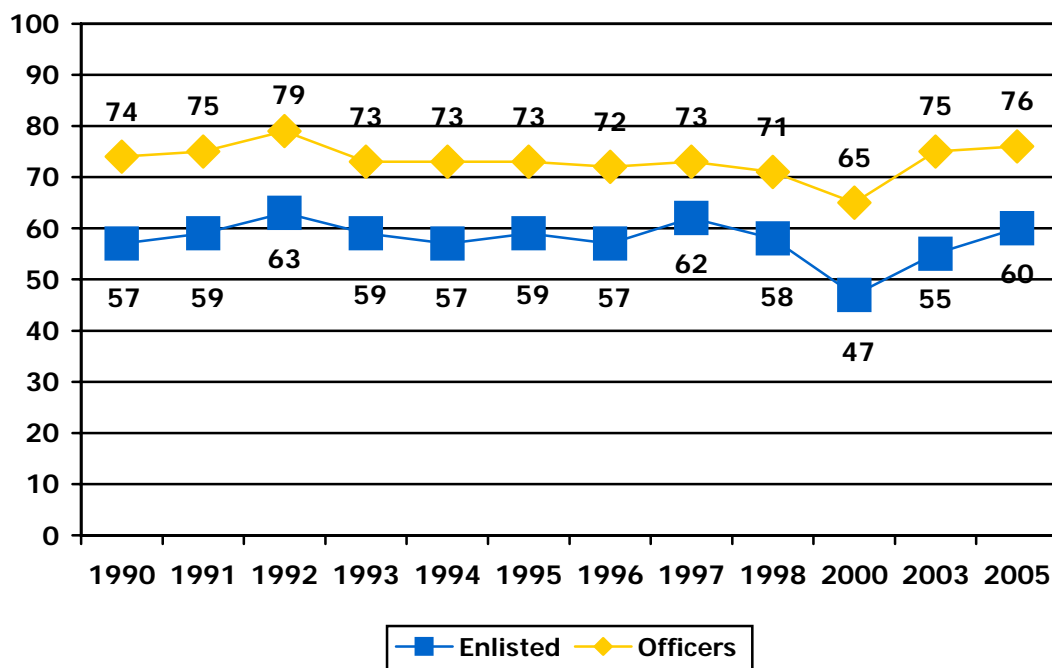
One of the major outcomes of providing good leadership, a positive work environment, satisfactory career development, and fair and equitable advancement/promotion opportunities should be high levels of job satisfaction. Historically, job satisfaction has been seen as a key factor in predicting both the satisfaction of the workforce and the likelihood of members to stay or leave active-duty service (Cranny, Cain-Smith, & Stone, 1992; Sanchez, Bray, Vincus, & Bann, 2004; Vroom, 1982).

Overall, the majority of Sailors are currently satisfied with their Navy jobs (76% officers and 60% enlisted). Figure 21 presents the results of the job satisfaction question by paygroup. It is clear that job satisfaction increases with rank and time in service. Those with the highest levels of job satisfaction currently hold higher paygrade ranks and have invested more time in their Navy careers.



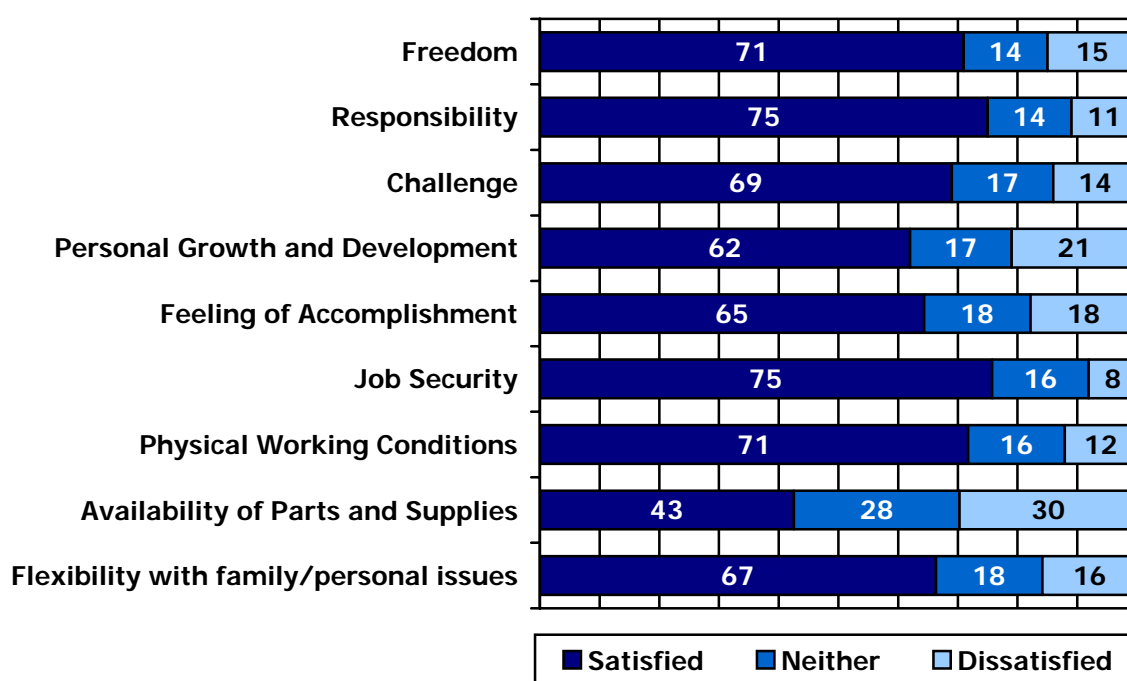
**Figure 22. Percentage of Sailors who are satisfied or dissatisfied with their Navy job.**

To evaluate the trend in job satisfaction across time, Figure 26 presents survey findings from 1990 to 2005. Reviewing Figure 22, it is clear that job satisfaction remained stable through most of the 1990s, typically not varying more than 3 to 5 percentage points. The year 2000 saw the greatest drop in job satisfaction for both officers (65%) and enlisted Sailors (47%). However, the administration of the NPS in 2003 shows a jump of 8 and 10 percentage points in enlisted and officer ratings, respectively. The most recent administration of the NPS indicates a slight increase in job satisfaction (76% officers and 60% enlisted), with an increase of 5 percentage points for enlisted personnel. This indicates that while job satisfaction was relatively stable for nearly a decade, it reached a low around the year 2000 and has now reached nearly historical high levels in 2005. This continued high level of job satisfaction may be due to a positive change in views of the military among Navy members as a result of the ongoing Global War on Terror. Similar increase in satisfaction with the Navy were also been found on other post 9/11 surveys such as the 2002 Navy QOL Survey and the 2002 Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey (Newell, Rosenfeld, & Braddock, 2004; Wilcove, 2005). It is also interesting to note the consistent discrepancy between the job satisfaction ratings of officers and those of enlisted. Officers appear to be more satisfied with their Navy jobs than enlisted are by an average of about 16 percentage points. These results are consistent with others in the survey that indicate a continuing disparity in the perceptions of work experiences of Navy officers and enlisted personnel.



**Figure 23. 1990–2005 Trend: Percentage of Sailors who are satisfied or very satisfied with their Navy job.**

In addition to the overall measures of job satisfaction, respondents were also asked to indicate their satisfaction with various aspects of their jobs ranging from feelings of accomplishment from the job to availability of parts and supplies to get the job done (see Figure 23). Across both officers and enlisted respondents, the aspects of Navy jobs that Sailors were most satisfied with included “job security” (75%), “the amount of responsibility I have at my job” (75%), “the amount of freedom given to do the job” (71%), and “physical working conditions” (71%). As with other measures of quality of work life, officers were consistently more satisfied than enlisted personnel were. However, with the exception of availability of parts/supplies, the ratings for both were well above 50 percent satisfaction for all the other items. The finding of relative lack of satisfaction with the availability of parts/supplies has been found on other DOD surveys and appears to be an issue that is not unique to the Navy.



**Figure 24. Percentage of Sailors who are satisfied or dissatisfied with various aspects of their job.**

## Tone

In 2005, some Navy leaders expressed concern that a number of proposed force-shaping and related personnel changes being considered not impact the overall feelings/views that Sailors have about the Navy. The term they used was “tone” and expressed an interest that this construct be assessed on Navy-wide surveys. Navy tone is an overall measure of how Sailors feel about the Navy.<sup>5</sup> This includes what a sailor may feel, say, and hear about their job, career, quality of life, and whether the Navy is moving in the right direction. Tone includes several components including communication, job security, fairness, and image.

<sup>5</sup> These items are new on the 2005 NPS, and therefore, no comparison data are available.

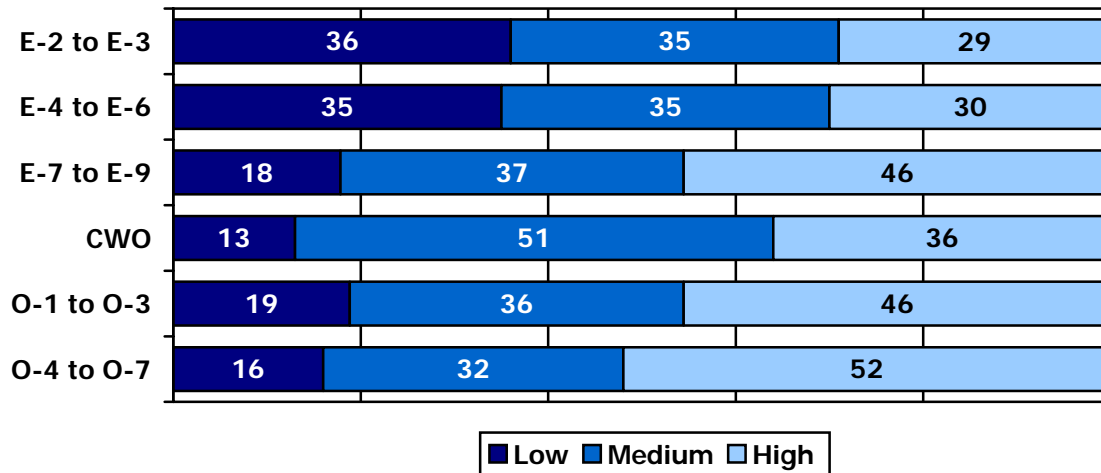


Figure 25. Sailor ratings of current Navy tone.

Figure 24 provides a detailed breakdown of ratings of the current, overall Navy tone. Ratings of tone are similar to those of job satisfaction. As paygrade increases, so does the percentage of Sailors who report the Navy's tone as "high." Sailors were also asked to indicate the level of tone for their command. Reported level of command tone similarly increases at the higher paygrades (See Figure 25).

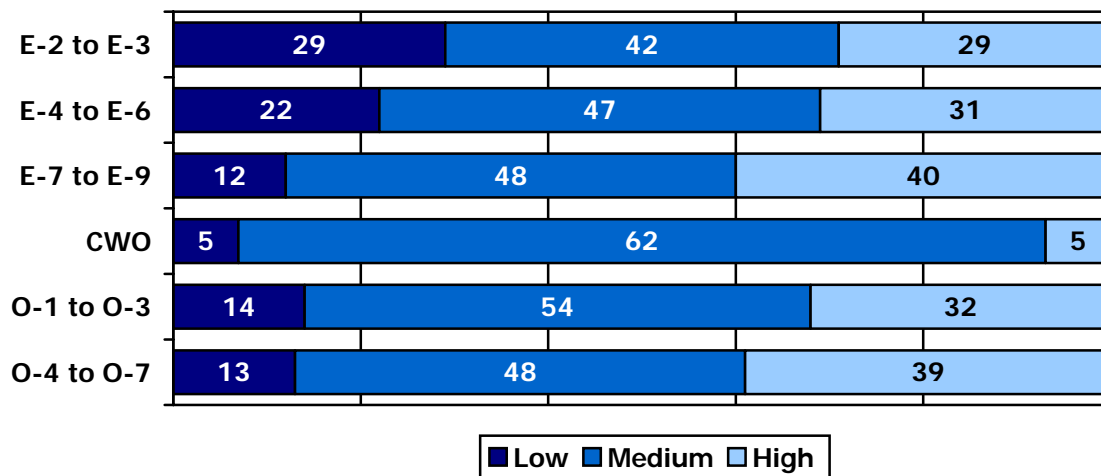


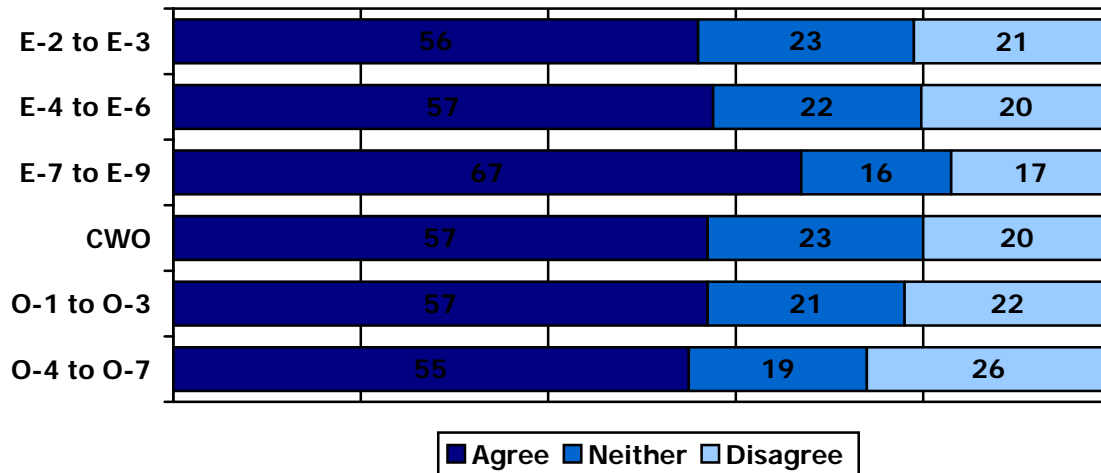
Figure 26. Sailor ratings of current command tone.

## Communication

In any organization, communication is extremely important to maintain a proper level of functioning. This is especially true in the Navy, as information must be conveyed to over 300,000 Sailors. Effective communication is known to have positive effects upon organizational members by motivating them to work harder (Argenti, 1998). It is also important that communication activities be integrated to support the achievement of organizational goals and strategies (Aberg, 1990). Items in this section assess the Sailors' opinions about communication as it relates to goals, strategies, policies, and career changes. Unlike overall Navy and command tone, there is less variation by paygrade regarding the Navy's communication of goals and strategies. A slight majority of Sailors (56% officers and 56% enlisted) agree that the Navy clearly communicates its goals and strategies (See Figure 26). This pattern holds for the other communication questions, with agreement typically ranging between 50 and 65 percent.

**Table 24**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding communication**

	Percent	
	Enlisted	Officers
The Navy clearly communicates its personnel goals and strategies for the future	58%	56%
Navy senior leadership keeps Sailors informed about changes that will affect their careers	59%	59%
Leadership at this command communicates a positive attitude about the Navy	65%	83%
My command leadership informs me of Navy policies that may affect my career	64%	67%
In the last six months, someone in my Chain of Command has talked to me about new career initiatives that may affect me	50%	48%
In the past 6 months, I've heard rumors about new policies, which make me worry about my career	53%	44%



**Figure 27. Sailors' Level of Agreement with the Statement "The Navy clearly communicates its personnel goals and strategies for the future."**

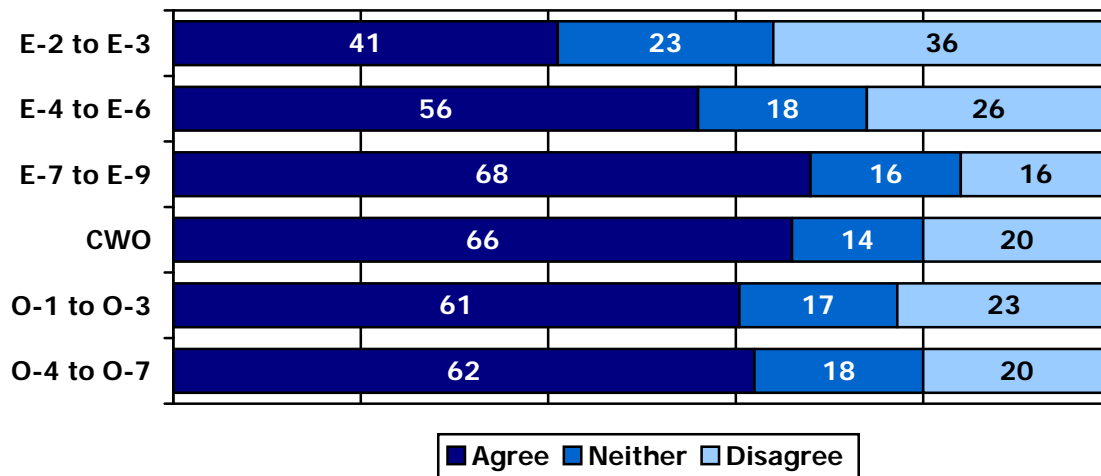
### Job Security

The Navy, along with many other organizations, is influenced by an ever-changing economy that is forcing the implementation of ideas such as lowering end-strength through force-shaping policies intended to save costs, while also maintaining productivity and effectiveness. The result of these sorts of actions in the civilian sector has been an increasing sense of job insecurity among workers (Greenhalgh & Rosenblatt, 1984). Job security refers to one's concern and uncertainty regarding the future of their job (Hartley, Jacobson, Klandermans, & Van Vuuren, 1991). Research has reported that feelings of job insecurity are associated with decreased employee well being and lower levels of job satisfaction (Ashford, Lee, & Bobko, 1989). Insecure feelings about one's job has also been found to decrease desire to remain with their organization (Dekker & Schaufeli, 1995). In the Navy's effort to retain the best quality Sailors while optimally shaping the workforce, job security should be of concern.

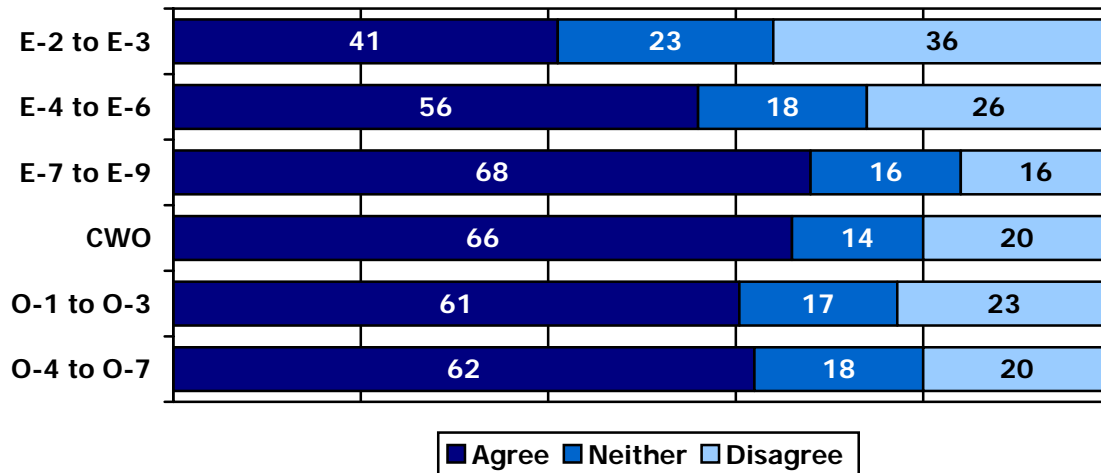
Six items in the Overall Feelings About the Navy section focus on Sailors' views about the outlook of their future with the Navy. This includes items addressing respondent's level of agreement with statements such as "I feel positive about my future Navy career" (see Figure 27), "My future in the Navy appears secure as long as I do a good job," and "I am concerned that future policy changes will hurt my job." Overall, the majority of Sailors reported positive feelings toward their Navy career (62% officer and 54% enlisted). One exception to this is that only 41 percent of junior enlisted officers indicated that they feel positive about their future Navy career. In contrast, less than half of the respondents indicated that they feel "the Navy is doing all it can to protect my job" (see Figure 28). This indicates that although most Sailors feel that their job is fairly secure, many believe the Navy is not focusing enough attention on protecting their jobs.

**Table 25**  
**Percentage of Sailors who indicated that they agree or strongly agree**  
**with the following statements regarding job security**

	Percent	
	Enlisted	Officers
I feel positive about my future Navy career	54%	62%
The Navy is doing all it can to protect my job security	44%	42%
My future in the Navy appears secure as long as I do a good job	66%	66%
I would be willing to change my rating/designator if it was the only way I could stay in the Navy	40%	30%
I am concerned that some of my fellow Sailors may soon lose their jobs	49%	42%
I am concerned that future policy changes will hurt my job	49%	42%



**Figure 28. Sailors' level of agreement with the statement *"I feel positive about my future Navy career."***



**Figure 29. Sailors' level of agreement with the statement *"The Navy is doing all it can to protect my job security."***

## Fairness

Organizational justice, or fairness, deals with the perception of outcomes (e.g., pay, bonuses), policies and procedures, and the way in which supervisors communicate with, and behave toward, the recipient of the justice (e.g., honesty, respect) (Cohen-Charash & Spector, 2001; Tyler & Bies, 1990). Fairness can influence a variety of organizational outcomes including performance level, workplace attitudes, and the potential to engage in positive behaviors that are not formally required (e.g., Brockner & Wiesenfeld, 1996; Konovsky & Cropanzano, 1991; Moorman, 1991). Given that the perception of fairness can impact such vital aspects of the organization, it was important to include items regarding this topic on the 2005 NPS when looking at overall feelings that Sailors have about the Navy.

The 2005 NPS included four items concerning fairness as it pertains to Navy policies and interactions. Sailors were asked the extent to which they agree or disagree with statements such as "The Navy's personnel policies seem fair to me" and "I trust the Navy to look out for my best interests" (See Table 23). Two-thirds of officers agree that personnel policies seem fair, whereas only half of enlisted agreed. Fewer than half of Sailors agreed with the other three statements. Forty percent of enlisted and 39 percent of officers agree that the Navy's policies are to retain the best Sailors in the Fleet. Similarly, when asked about confidence that policies affecting the size of the Navy will be administered fairly and consistently, only 38 percent of enlisted and 41 percent of officers were in agreement. Only 30 percent of Sailors indicated that they trust the Navy to look out for their best interest.

Given such low percentages of agreement between both officers and enlisted with these items, it seems obvious that Sailors have an overall negative feeling toward fairness of policies. This can lead to poor job performance and negative work attitudes and is a point of concern that leadership should attempt to improve.

**Table 26**  
**Percentage of Sailors who indicated that they agree or strongly agree**  
**with the following statements regarding fairness**

	Percent	
	Enlisted	Officers
The Navy's personnel policies seem fair to me	51	65
The Navy's policies are retaining the best quality Sailors in the Fleet	40	39
I trust the Navy to look out for my best interests	31	24
I am confident that policies that affect the size of the Navy will be administered fairly and consistently	38	41

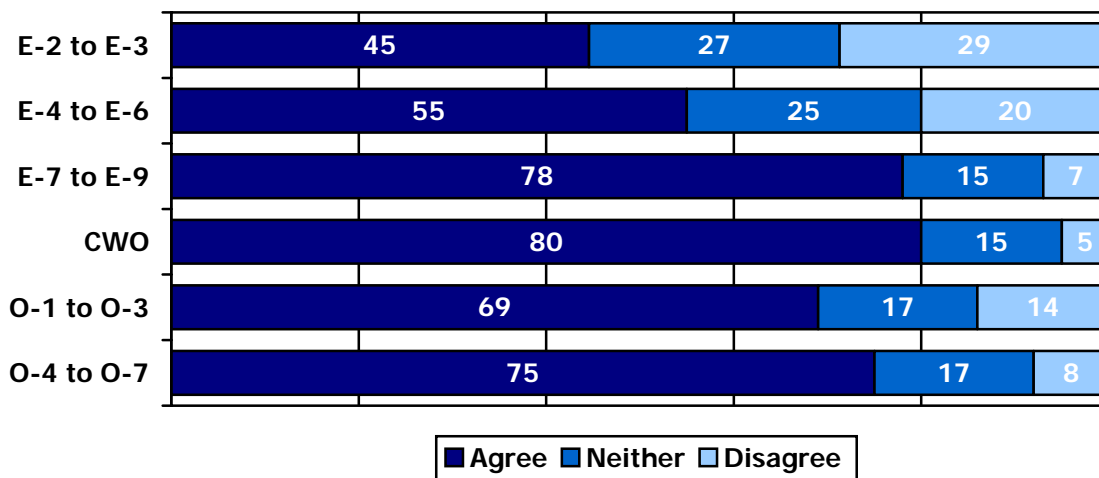
## Image

Image is another concept that is included in the Overall Feelings About the Navy Section. Image refers to characteristics of an organization such as good citizenship, progressive workplace practices, etc. that can be perceived and interpreted by individuals (Aiman-Smith, Bauer, & Cable, 2001; Si & Hitt, 2004). These images can be tangible or intangible and affect how people behave within the organization as well as the operation and success of the organization (Gray & Smeltzer, 1988; Lindquist, 1974). Navy image may be important in the recruitment and retention processes as the Navy tries to attract and later retain high quality Sailors. Research suggests that an individual may be attracted to an organization based upon the perception of its image or its values (Chatman, 1989; Rynes, 1991; Turban & Keon, 1993). Navy Image is also important to current Sailors, as they want to feel they are a part of an organization that is looked upon in a positive way by others. Figure 29 provides a breakdown of the percentages of Sailors who would recommend the Navy as a good place to work. Overall, the majority of Sailors indicate that they would recommend the Navy as a good place to work (72% officers and 56% enlisted). Conversely, only one-third of Sailors agree that the Navy of tomorrow will be better than the Navy of today (see Figure 30 for a complete breakdown by paygrade). This indicates that Sailors feel that the Navy would be a good place to work currently, but they are not as confident about what the future holds.

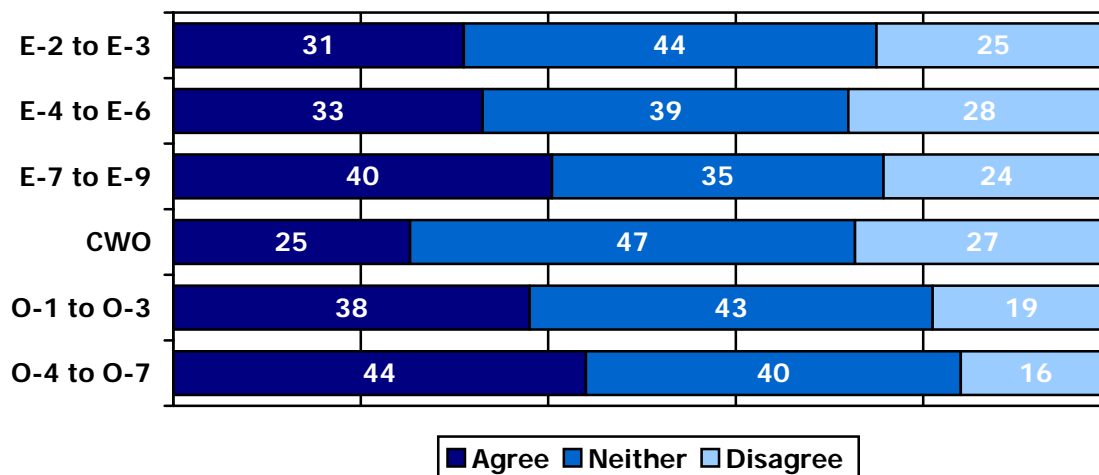
**Table 27**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding Navy image**

	Percent	
	Enlisted	Officers
If asked today, I would encourage other to join the Navy	54%	69%
I talk about the Navy to my friends as a good organization	62%	80%
I would recommend the Navy as a good place to work	56%	72%
I would consider wearing civilian clothing with Navy/squadron/ship logos	52%	64%
Information I hear about the Navy from non-Navy sources is usually positive	47%	66%
Comments I hear about the Navy from my fellow Sailors are usually positive	25%	47%
The Navy of tomorrow will be better than the Navy of today	34%	41%

Many Sailors indicate that the information they hear from fellow Sailors is not positive and only 50 percent report that information they hear from Non-Navy sources about the Navy is positive. Although these items were asked for the first time on a Navy survey, the results suggest the need for strategies to address what may be area of concern if it is validated in future administrations.



**Figure 30. Percentage of Sailors who agree or disagree with the statement "I would recommend the Navy as a good place to work."**



**Figure 31. Percentage of Sailors who agree or disagree with the statement *"The Navy of tomorrow will be better than the Navy of today."***

## Retention Indicators

Because retention has long been seen as a key organizational outcome measure for the Navy, the NPS has been asking about the career retention intentions of Sailors since the survey began in 1990. In addition to asking about how likely it is that Sailors will reenlist or continue their Navy career, the 2005 NPS also asks about who will influence their next career decision, organizational commitment (a key factor in retention decisions), and both short- and long-term career plans.

### Factors Influencing Sailor Career Decisions

In an effort to capture the range of factors that will impact a Sailors' next career decision, respondents were asked to rate the importance of 18 items according to how those items will influence their decision to remain in the Navy. Percentage of endorsement was then calculated across all responses to determine the most important factors that respondents indicated will influence their next decision to stay in or leave the Navy (see Table 24). Of the factors endorsed by respondents as contributing to a desire to stay, all 10 factors were the same for both officers and enlisted Sailors, although the relative importance of each factor was different for each group. Among both officer and enlisted respondents, the most important factors impacting their likelihood to stay or leave the Navy included "retirement benefits," "enjoyment of your Navy job," and "military healthcare." Taken together, these responses indicate that Sailors appear to go through a process of weighing the alternatives between continuing with the Navy (including pay, benefits, location, duty type, advancement/promotion, etc.) with the opportunities of civilian life (including pay, education pursuits, job opportunities, family concerns, location, etc.).

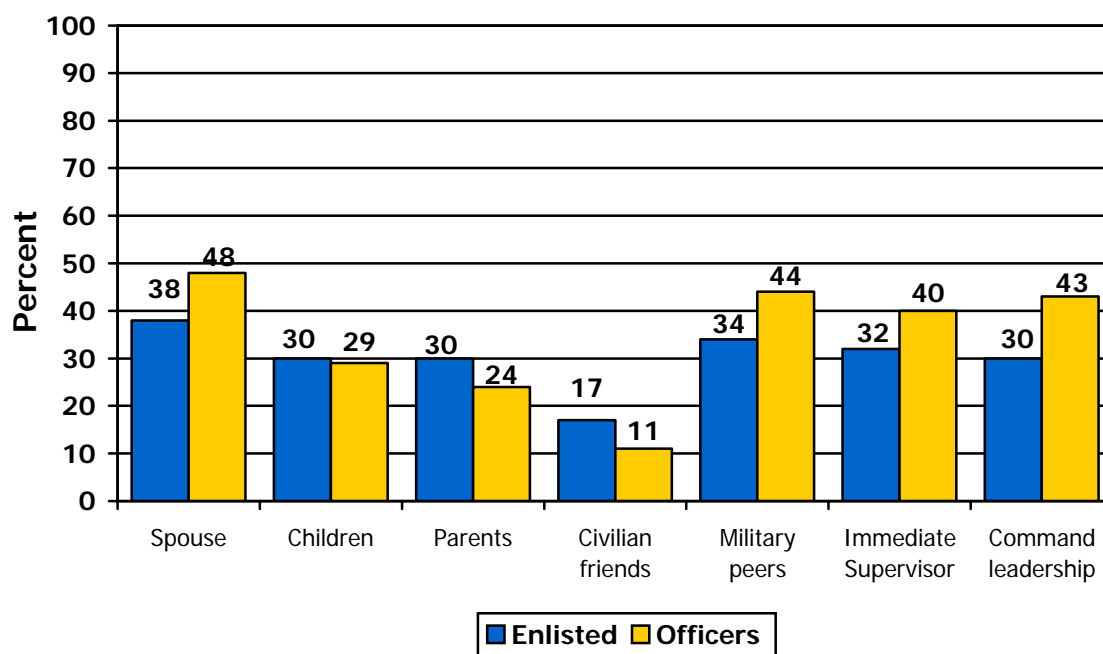
**Table 28**  
**Most important factors that will influence Sailors' next career decision to stay in the Navy**

<b>Enlisted</b>	<b>Officers</b>
1. Retirement benefits	1. Retirement benefits
2. Military healthcare	2. Enjoyment of your Navy job
3. Enjoyment of your Navy job	3. Military healthcare
4. Access to college or graduate programs	4. Military pay
5. Location of next duty assignment	5. Location of next duty assignment
6. Type of next duty assignment	6. Type of next duty assignment
7. Military pay	7. Advancement/promotion potential
8. Advancement/promotion potential	8. Access to college or graduate programs
9. Family needs	9. Family needs
10. Special pays	10. Special pays

When deciding whether to stay or leave the Navy, Sailors also consider the impact the decision will have upon other people. This includes the opinions and influence of spouses (or significant others), children, other family members, peers, supervisors, and other leadership on their decision to stay or leave the Navy. Navy policymakers stress the importance of marketing Navy careers to spouses, families, and others as a way of increasing the likelihood that Sailors will decide to stay in the Navy. The survey asked respondents to indicate how important each of these different types or classes of people was to their career decisions. The results yielded similar findings for both officers and enlisted Sailors. Overall, the majority of respondents (89% officers and 81% enlisted) indicated that spouses (or significant others) had the largest single influence on their decision to stay or leave the Navy, followed by children (71% officers and 73% enlisted; see Figure 31).

Other surveys have further explored the influence of spousal support for reenlistment. Data from the 2002 Navy Spouse Quality of Life survey indicated that the majority of spouses plan to encourage their spouses to reenlist and were very satisfied with the job security provided by the Navy (Newell, 2004). Further research using that survey data indicates that military life issues, such as satisfaction with healthcare, deployments, detailing, and feelings of belonging were a strong, positive influence on spousal support for reenlistment. Personal life issues, such as health, job satisfaction, marriage, and relationship with children, showed a moderate negative impact on spousal support for reenlistment (Harris, 2004). With the Chief of Naval Operations' (CNO) current focus on personal and family readiness these issues will continue to remain important in the future.

In addition to spouses (or significant others) and children, leadership, military peers, and parents appear to have an important influence on Sailors' career decisions (see Figure 31). Slightly less than half of officers (43%) and nearly one-third of enlisted (30%) reported that their command leadership will have a significant influence on their next career decision, while 40 percent of officers and 32 percent of enlisted indicate that their immediate supervisor will influence their next decision. Military peers have slightly greater effects than do immediate supervisors on the decision to stay in or leave the Navy (44% officers and 34% enlisted). Also slightly less than one-third of officers (29%) and 30 percent of enlisted indicated that their parents or other relatives will have a significant influence. Taken together, these results indicate that a focus on the positive impact of spouses (or significant others), peers, and leadership should increase the numbers of Sailors who choose to stay on active duty in the future.



**Figure 32. Percentage of Sailors who reported that the following types of people will influence their next career decision to stay in the Navy**

### Organizational Commitment

Organizational commitment has interested researchers studying organizational behavior for many years. It is the degree to which an individual identifies with an organization and its goals and wishes to maintain membership in order to facilitate these goals (Mowday, Steers, & Porter, 1979). Researchers believe that organizational commitment is an important factor when making key career decisions. Employees who experience high organizational commitment engage in behaviors that are believed to be beneficial to the organization (Jaros, 1997; Meyer, Stanley, Herscovitch, & Topolnysky, 2002), and highly committed employees tend to remain with their organizations (Cohen, 1993; Meyer et al., 2002; Michaels & Spector, 1982; Mowday, Porter, & Steers, 1982). Navy leadership has also considered utilizing organizational commitment as a metric in its Balanced Scorecard initiative.

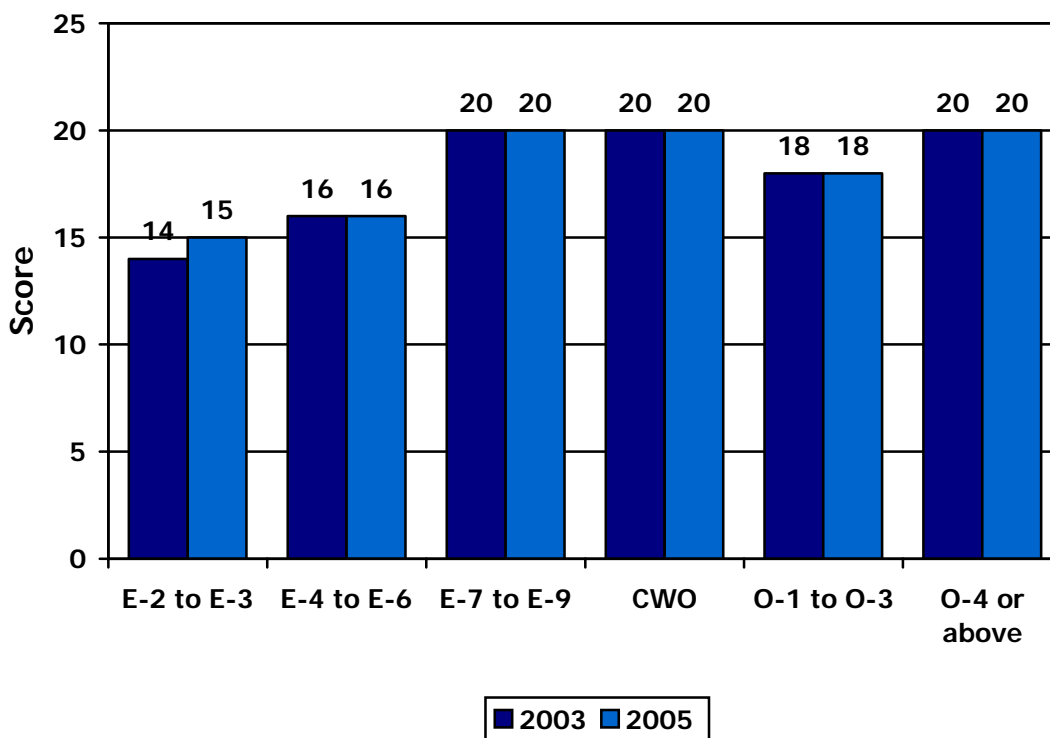
Data from previous research on Navy populations supports the importance of organizational commitment. As in 2003, the 2005 NPS used a modified version of the affective organizational commitment scale developed by Allen and Meyer (1990) for measuring Sailors' commitment. The individual questions that make up the organizational commitment scale included items dealing with the Sailors' affect, or emotional attachment to the Navy, and sense of "belonging" to the Navy.

As indicated in Table 25, the majority of Sailors (87% officers and 65% enlisted) agreed "the Navy has a great deal of personal meaning for me." While the majority of officers also indicated they "feel like I'm 'part of the family' in the Navy" (72%), "feel a strong sense of belonging in the Navy" (73%), and "feel 'emotionally attached' to the Navy" (68%), the same was not true for enlisted who endorsed these items at much lower rates. Furthermore, there was no majority endorsement for either officers or enlisted for the item "I do not think that I could become as easily attached to another organization as I am to the Navy." These results also indicate that officers tend to have greater levels of organizational commitment to the Navy than enlisted do.

**Table 29**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding feelings toward the Navy**

	Percent	
	Enlisted	Officers
The Navy has a great deal of personal meaning for me	65	87
I feel like I'm "part of the family" in the Navy	51	72
I feel "emotionally attached" to the Navy	40	68
I do not think that I could become as easily attached to another organization as I am to the Navy	33	50
I feel a strong sense of belonging in the Navy	47	73

The five items pertaining to organizational commitment can be summed to form an organizational commitment score. A minimum score of 5 and a maximum score of 25 are possible for the 5-item scale, where lower scores indicate lower organizational commitment. Overall, the mean scores for each of the various pay categories are similar to those from the 2003 NPS (see Figure 32). The only score that decreased, albeit a negligible difference, was the mean score for warrant officers. The mean organizational commitment scores increased slightly for each of the other pay groupings. As rank and tenure increase, so do mean organizational commitment scores.



**Figure 33. Average organizational commitment score.**

### Sailor Career Plans

Since the NPS began in 1990, the survey has asked Sailors about their intentions to stay in or leave the Navy. Previous research has established that career intentions tend to be one of the main predictors of whether employees stay with or leave an organization (Doran, Stone, Brief, & George, 1991; Martin & Hafer, 1995; O'Quin & LoTempio, 1998; Steel & Ovalle, 1984; Vandenberg & Nelson, 1999). The 2005 NPS asked respondents about their career intentions from a number of different perspectives ranging from their next career decision (e.g., reenlistment or continuation) to short-term (e.g., under 10 years) and long-term (e.g., 20 or more years) career intentions. The results of these items are presented below and are broken out by officers and enlisted and, where appropriate, by retention zones. Retention zones represent a standard grouping of years of service which coincide with the points at which Sailors make reenlistment (enlisted) or continuation (officers) decisions. The standard Navy retentions zones are: Zone A (1–6 years); Zone B (7–10 years); and Zone C (11–14 years).

### Short-term Career Plans

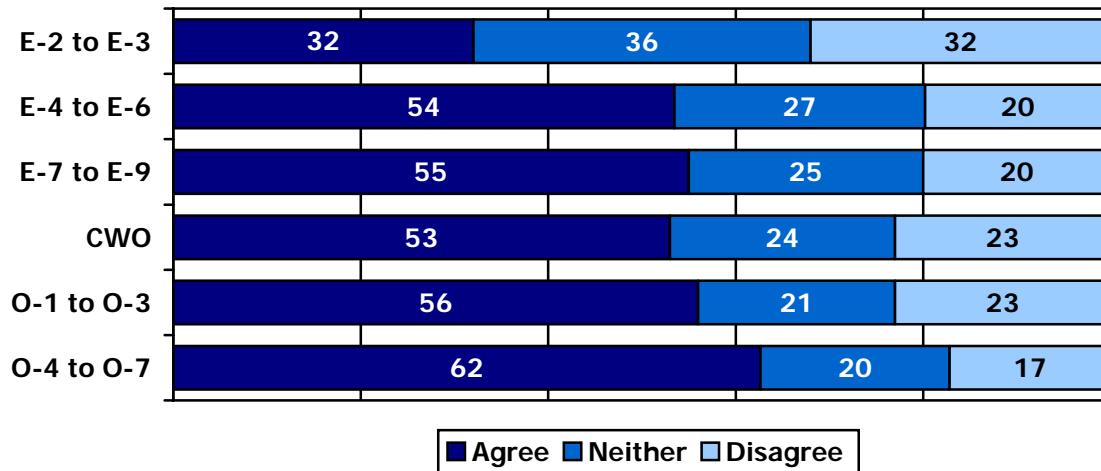
Respondents were asked about their current career intentions. Table 26 presents the percentage of Sailors who reported that they agreed with each of the statements listed. Overall, almost all Sailors (93% officers and 93% enlisted) intended to complete their current term of service or obligation. This is in contrast to those who plan to reenlist

(49%) or continue (59%) a career with the Navy. Respondents were also asked to indicate if they intended to serve out their current term of service or leave before they had completed their current obligation.

**Table 30**  
**Percentage of Sailors who indicated that they agree or strongly agree with the following statements regarding their feelings about the Navy**

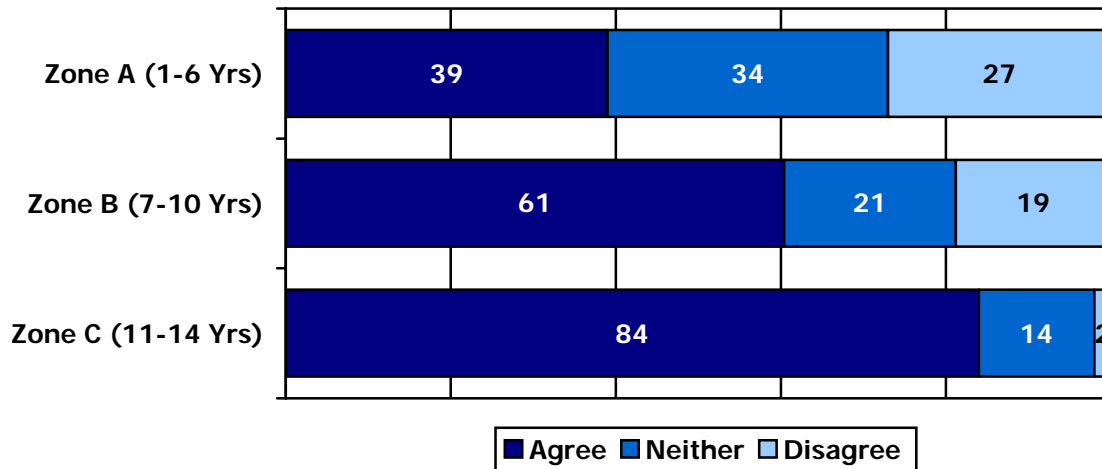
	Percent	
	Enlisted	Officers
I plan to serve out my current term of service or obligation	93	93
I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy	49	59
I plan to stay in the Navy for a full career (20 or more years) if possible	49	73

Survey participants were questioned about their intention to continue their service with the Navy (see Table 26). The number of respondents who intend to continue with the Navy increased by 4 percentage points for both enlisted (49%) and officers (59%) since 2003. As seen in Figure 33, the intention to reenlist or continue in the Navy increases as Sailors gain greater rank and tenure in the Navy. This finding was expected, as those who perform well and like military life tend to stay in the Navy. Also, those with higher rank stand to lose more under the current military retirement “all or none” rules if they leave before earning a full retirement (usually a minimum of 20 years). Also, the percentage of Sailors who do not intend to reenlist or continue with the Navy decreases as rank and tenure increase. Finally, there are a substantial number of Sailors who indicate that they have not yet decided about whether or not they will reenlist or continue at their next decision point. With the exception of E-2 to E-3, the percentage of Sailors who report being “not sure” remains consistent across paygroups. This “not sure” group is especially important because they are still undecided and the Navy may be able to impact their choice to stay or leave with targeted monetary and non-monetary incentives.

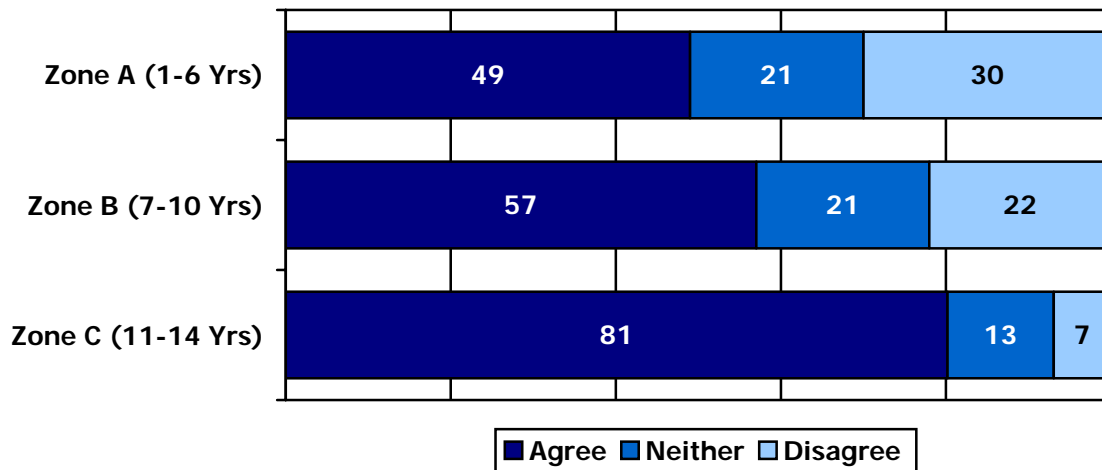


**Figure 34. Percentage of Sailors who agree or disagree with the following statement *"I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy at my next decision point."***

Another way to consider the results is to breakout the data by current retention zone. Figures 34 and 35 show the responses of Sailors to the question regarding their reenlistment or continuation career intentions sorted by retention zone. As seen in the figures, those who indicate the greatest intention to reenlist or continue with the Navy are Sailors in Zone C. This is also the case with those who reported the lowest rate of indecision. While the majority of Sailors in Zones A and B also intend to reenlist or continue, the rate of intention to continue becomes smaller and the rate of indecision becomes larger for those who have not been in the Navy as long. It should be noted that enlisted Sailors in Zone A are almost evenly split in thirds regarding their decision to reenlist. This group should continue to be targeted by Navy leadership to increase reenlistment intentions, since after 6 years of commitment, intentions to reenlist improve by more than 20 percentage points from Zone A (32%) to Zone B (74%) and Zone B to Zone C (84%). Officers had a similar pattern, with intention to remain in the Navy increasing 24 percentage points between Zone B and Zone C. Compared to 2003, these results are slightly different. There was an increase in intention to reenlist in the Navy for enlisted personnel in Zones A and C, but a considerable decrease of 13 percentage points in Zone B. For officers, intention to continue with the Navy improved 5 and 7 percentage points for those in Zone A and B, respectively, but decreased 6 percentage points for those in Zone C.



**Figure 35. Enlisted Sailors' intention to reenlist at their next decision point by retention zone.**

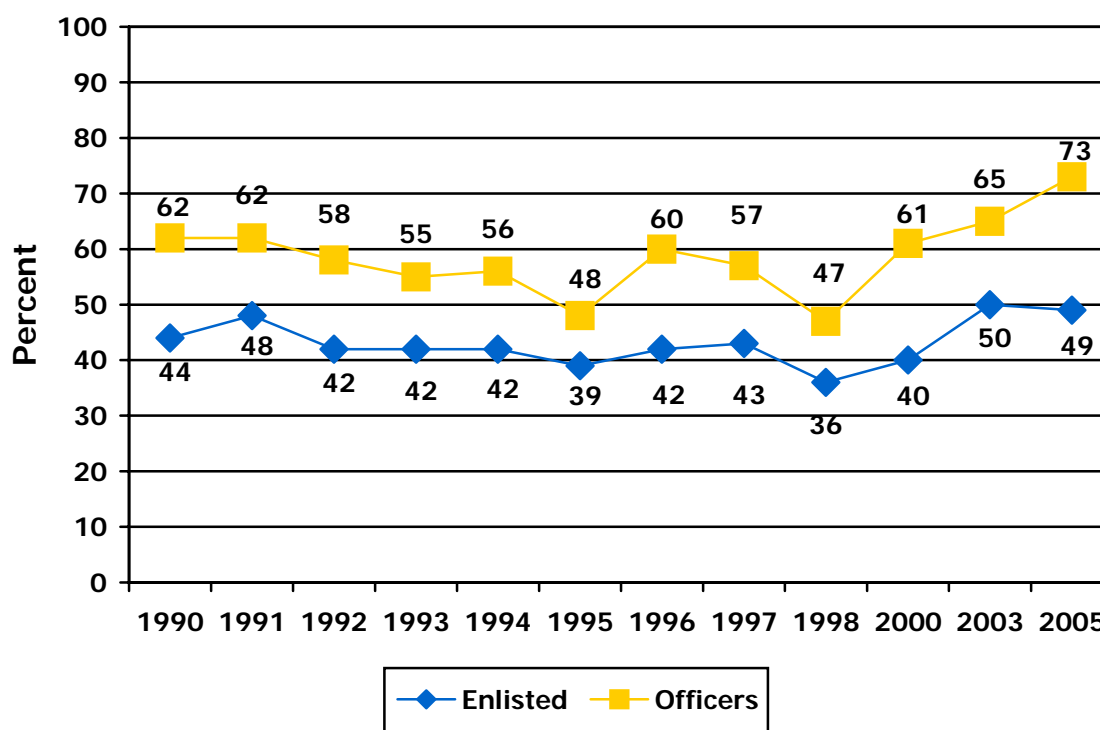


**Figure 36. Officers' intention to continue their Navy career at their next decision point by retention zone.**

### Long-term Career Plans

In addition to assessing short-term career intentions, it is important to know how many plan to stay with the Navy for the long-term. This information provides a *leading indicator* of how many people intend to stay in the Navy until retirement. In addition, this information is important to as a means of gauging how well the Navy is doing in taking care of its people in terms of their quality of work life. In many instances, retention intentions, or actual retention behavior are seen as important outcome variables, associated with Sailor satisfaction.

Since 1990, the NPS has asked Sailors whether or not they plan to stay for 20 or more years. Figure 36 shows the results of this question over the past 12 administrations of the NPS including the data from the 2005 survey. Data were not included for 1999 or 2001, because the NPS was not given during those calendar years. The results from the 2005 NPS indicate that while the majority of officers (73%) plan to stay in the Navy for a full career, only 49 percent of enlisted Sailors report the same. The overall percentage of Sailors who intend to stay in the Navy for a full career has increased since the 2003 survey and is near historical highs. Furthermore, a higher percentage of officers than enlisted Sailors are committed to making the Navy a long-term career choice, and this has been a consistent trend across the entire NPS history.

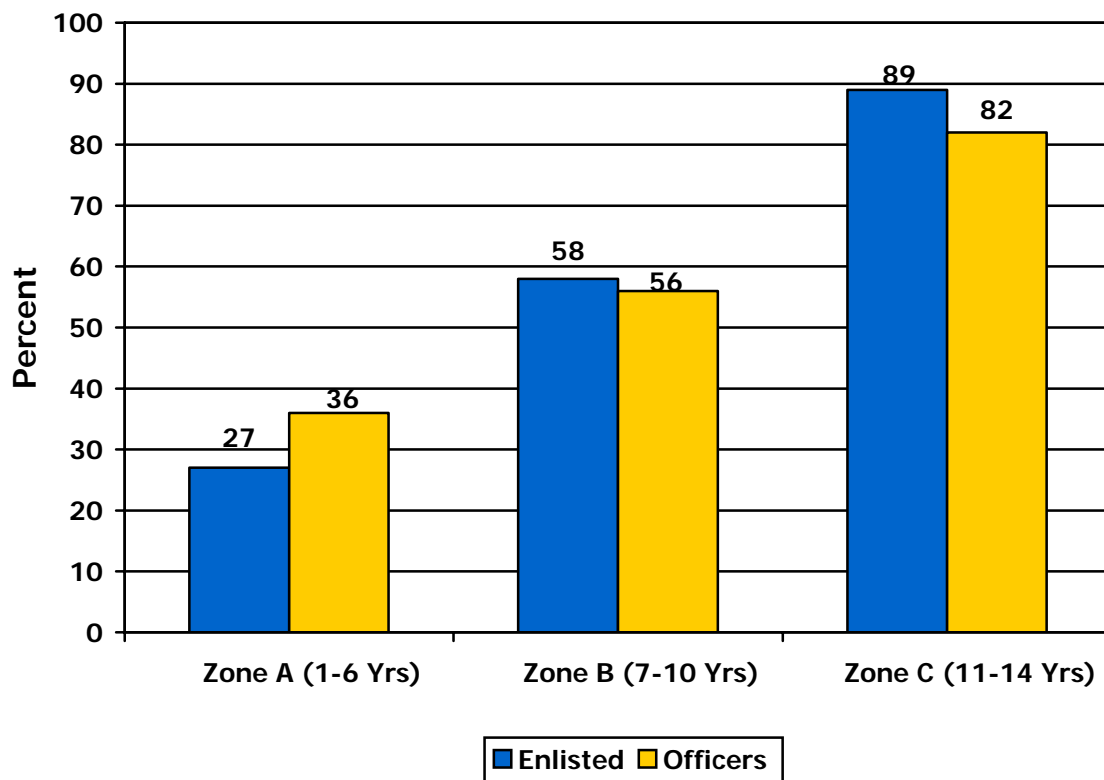


**Figure 37. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a full career (20 or more years) by group.<sup>6</sup>**

Figure 37 provides an additional look at these results sorted by retention zones. Looking at the results it is clear that the relationship found with short-term career intentions also holds for long-term career intentions. The longer a Sailor remains in the Navy, the larger the percentage of those who intend to stay on active-duty until they have served a full career (e.g., 20 or more years). Intentions to stay for a full career are only at about 27 percent for Sailors (36% officers and 27% enlisted) in Zone A (i.e., 1–6

<sup>5</sup> The schedule of the Navy-wide Personnel Survey was changed from being an annual to a biennial survey in 1998. Since the survey was not administered in 1999, no data were available for that year.

years of service), but rises to 88 percent (82% officers and 89% enlisted) by the time Sailors reach Zone C (i.e., 15–19 years of service). This is an indication that Sailors are likely to see the retirement system as being more of an incentive the longer they stay on active duty, and as they get closer to qualifying for full military retirement.



**Figure 38. Percentage of those who reported that they agree or strongly agree that they plan to stay in the Navy for a full career (20 or more years) by retention zone.**

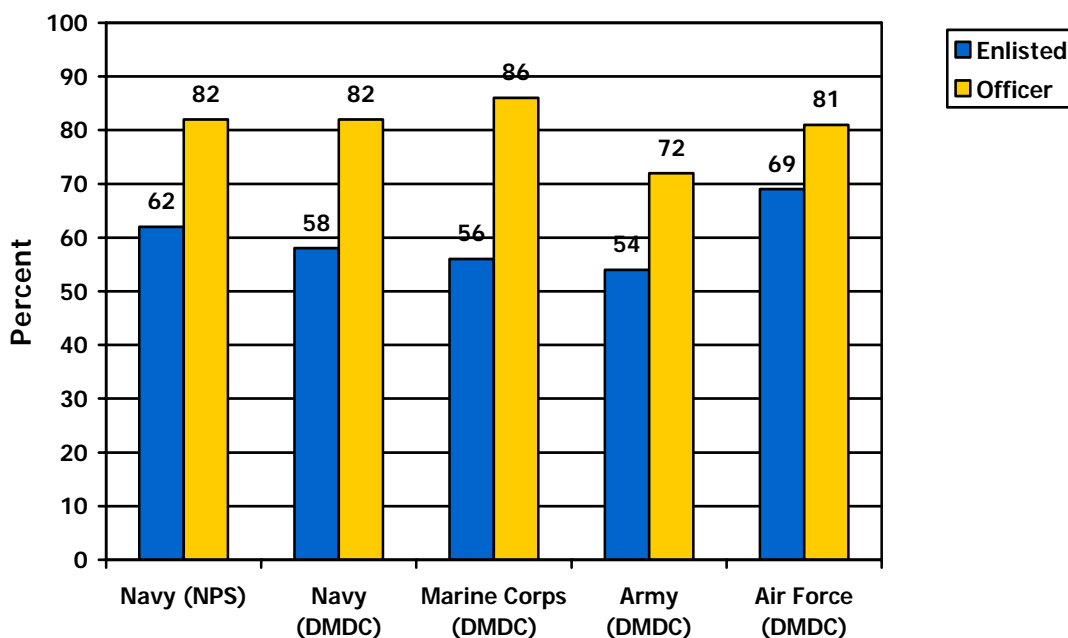
## Comparisons to Other Department of Defense Surveys

The Defense Manpower Data Center (DMDC) conducts a number of DOD-wide surveys that include responses from members of all the military services. One suite of surveys is the Status of Forces Surveys (SOFS), which are web-based surveys administered nine times a year to three cross-sectional samples of each population: active-duty, reserves, and DOD civilian employees. The most recent SOFS comparable to the NPS is the March 2005 SOFS administered to a representative sample of active duty military members throughout the services and DOD. Overall, results from the SOFS on questions comparable to those on the NPS were fairly similar.

As on the 2005 NPS, the March 2005 SOFS contained items that inquired about topics such as retention intentions, global job satisfaction, satisfaction with compensation, satisfaction with specific aspects of one's job, and TEMPO. For example, on the SOFS, respondents were asked to report how satisfied they were with their "total compensation (i.e., base pay, allowances, and bonuses)." The DOD SOFS found that 52 percent of respondents were satisfied with total compensation (DMDC, 2005), where the 2005 NPS found that 57 percent of Navy Sailors reported being "fairly compensated considering all of the pay, incentives and benefits."

Another topic addressed on both surveys was retention intentions. From the 2005 NPS, 50 percent of Sailors (59% Officers, 49% Enlisted) reported they strongly agree or agree with the statement, "I plan to reenlist (Enlisted), or continue (Officer) my career with the Navy at my next decision point." A similar question on the March 2005 SOFS indicated that 61 percent of surveyed Navy Sailors would choose to stay on active duty. Differences in question wording may account for some of the differences in survey results.

The two surveys also asked about overall satisfaction with the military. While the March 2005 SOFS specifically asked about satisfaction with the "military way of life" and the 2005 NPS asked about satisfaction with "Navy life," they both intended to acquire indications of global satisfaction. Results were identical for both surveys as 65 percent of Navy respondents on the March 2005 SOFS and 62 percent of respondents on the 2005 NPS indicated satisfaction with the military way of life (SOFS) or the Navy (NPS). These results are also comparable to the DOD-wide results as 63 percent of all respondents to the March 2005 SOFS indicated satisfaction with the "military way of life."



**Figure 39. Percentage who reported they were "Satisfied" or "Very Satisfied" with "military way of life" (DMDC) or "Navy life" (NPS) by enlisted and officers.**

The March 2005 SOFS inquired about respondents' satisfaction with the quality of their supervisor. Results indicated that 62 percent are very satisfied or satisfied with their supervisor. The 2005 NPS results were slightly higher as 71 percent of Sailors reported being very satisfied or satisfied with their immediate supervisor.

TEMPO was also an important topic on the two surveys as both asked how many days or nights the respondents had been away from their permanent duty station. Navy respondents to the March 2005 SOFS reported being away for an average of 50 days, which is slightly less than the overall average of 57 days. Although the 2005 NPS did not inquire about the exact number of days away, the majority of Sailors (56%) reported being away for 49 days or less.

Overall, the results from the two surveys were similar. Although there were some slight discrepancies, the findings of the March 2005 SOFS validate the 2005 NPS results for those items that are similar on both surveys.

## Summary and Conclusions

### Summary of the Main Findings from the 2005 NPS

#### Positive Findings

- Overall, the majority of Sailors are satisfied with their current Navy jobs, which has increased since the 2003 NPS. Specifically, aspects of the job that Sailors reported being most satisfied with include job security, responsibility, freedom, and physical working conditions. The only group who did not report a high percentage of satisfaction with their job is junior enlisted (E-1 to E-3).
- The percentage of Sailors reporting "High" command morale has increased since 2003 for all paygrades except warrant officers. As with satisfaction with leadership, officers and senior enlisted were more likely to report "medium" to "high" morale than junior enlisted (E-6 and below).
- Organizational commitment has increased for all paygrades since 2003.
- Overall, data indicate that there is greater support for and actual integration of placing women into combatant roles. Since 2003, agreement that women are being successfully integrated onto ships and aviation squadrons has increased. Sailors' belief that women can "successfully carry out the duties of their combatant roles" has increased to an all-time high. Leadership seems to support the integration of women into these roles.

- There are continued increases in the retention intentions of Sailors. Almost all Sailors reported that they intend to complete their current term of service. Since 2003, the percentage of Sailors who intend to continue with, or reenlist in, the Navy has increased. Officers' intention to stay with the Navy for a full career reached an all-time high. This is consistent with the high levels of organizational commitment that were reported.
- The majority of officers and enlisted reported that they are fairly compensated considering all of their pay, incentives, and bonuses. Similarly, the majority of Sailors reported that they are able to meet their financial obligations with the pay they receive.
- Although no significant changes were found in satisfaction with both immediate supervisor and command leadership, the majority of Sailors report they are satisfied. Consistent with past trends, officers were significantly more satisfied with leadership than enlisted Sailors were. Sailors also reported higher satisfaction with their immediate supervisors than command leadership.
- As in 2003, Sailors report that the mechanics of the current performance evaluation system appear to be working as designed. The majority said that they had a good understanding of their fitness reports (FITREPs) or performance evaluations (EVALs) and that they are conducted in an accurate and timely manner, allowing for their input.

### Areas for Improvement

- The majority of Sailors continue to report that they have not received proper career development and guidance from their division, department, or command career counselor.
- With the exception of junior officers (O-1 to O-3) and warrant officers, satisfaction with the current detailing system is similar to the 2003 NPS. Level of satisfaction continues to be low, especially for enlisted personnel and dropped 7 percentage points for warrant officers since 2003.
- Lack of spare parts, supplies, and equipment continues to be associated with low satisfaction for many Sailors.
- Although Sailors appear to be satisfied with the mechanics of the current advancement/promotion system, few feel that the most qualified and deserving are actually promoted. This is true of both officers and enlisted, as there was little agreement with the statement, "I believe the most qualified and deserving Sailors get advanced/promoted."
- Similar to the results regarding the advancement/promotion system, Sailors largely do not believe that the most qualified and deserving Sailors rank high on their EVALs/FITREPs. This is especially the case with enlisted personnel. This continues to be an area of concern, showing limited if any improvement compared to the 2003 NPS.

- Sailor ratings of their current command tone are low. Most reported low or medium.
- Overall, ratings of fairness are low. Results indicated that Sailors do not feel Navy policies are fair. Likewise, Sailors indicated that they do not feel as though the Navy is looking out for the Sailors' best interest.
- The results for Navy image also appear to be low. The majority of Sailors report that they do not think the Navy of the future will be better than the Navy of today.

## Recommendations

The 2005 NPS was useful in providing current, accurate, and useful information on a wide variety of personnel issues highlighting both positive and negative aspects of Navy work life. Based on the results, the following recommendations are made:

### Actions from Survey Results

- *Provide additional support for Sailor career development through Sea Warrior implementation*

The Navy is currently redeveloping many of the Navy's personnel processes under Sea Warrior, which will fundamentally change the way Sailors perform most personnel-related activities, such as training and detailing (selecting job for next assignment). This presents a prime opportunity to develop the tools Sailors need regarding their career development, clearly a concern for Sailors.

- *Continue to address perceived concerns in the Advancement/Promotion system and with EVALs/FITREPs through innovative tools such as Human Performance Feedback and Development System.*

Advancement/Promotion and EVALs/FITREPs continue to be of concerns to Sailors. While most feel they understand the process and feel their EVAL or FITREP was fair in regards to their performance, there is the continued perception that the process overall is lacking. The Navy is currently developing a formalized process of performance counseling. One hallmark of this process is that the counseling provided will be maintained electronically, so that it is available when the Sailor transitions to a new command. It is thought that this continuity will better assist the Sailor in his or her career progression.

- *Develop an action plan to address concerns about communication, Navy image, fairness, and job security; measure impact through subsequent surveys and quick polls.*

## Sailor Feedback

- *Publicize survey results through Navy print, electronic and Web media outlets*

Providing information back to Sailors communicates a number of important messages including the importance of completing surveys, the usefulness of the data, and the respect for the Sailor's time/effort that went into completing the survey. This publicity effort is being coordinated through CNP's Public Affairs Office (PAO) and is to include a letter describing the results to be sent to all persons selected to be part of the survey sample.

## Future Survey Direction

- *Conduct further research on new sections (Communication, Fairness, Job Future, Navy Image)*

The new sections on the 2005 NPS—Navy image, fairness, job security, and communication—show lower than expected values, given the overall high morale and job satisfaction. Given this was the first administration of these questions, there is no “benchmark” against which to compare these values—perhaps the values represent an improvement had the questions been asked in 2003 or perhaps they are of concern. Further, there has been no psychometric assessment of the scales to determine how valid and reliable they are. Therefore, continued research on these new items is needed to better understand the data they represent.

- *Evaluate the psychometric properties of the NPS scales*

The NPS has been in use for over 10 years and during that time, numerous changes have been made to the survey to more accurately reflect the current working conditions. Given the changes over time, there is a need to thoroughly evaluate the psychometric properties of the scales, including reliability, validity, and IRT (Item Response Theory) properties.

- *Investigate strength of leading indicators and their relationship to organizational behaviors (e.g., retention intention).*

To better understand the data from the NPS, there is a need to better understand the linkages between Sailors' attitudes and behaviors and the relationship to organizational behaviors. Ideally, these organizational behaviors would be actual behaviors where possible (i.e., did the Sailor reenlist), but given the time requirements to collect that data, self-reported organizational behavior intent (i.e., reenlistment intention) can be used as a proxy measure. A better understanding of these linkages will provide more useful information to leadership when Sailors' attitudes and opinions can be shown to be reliable predictors of other organizational behavior. Research utilizing the 2000 NPS results was conducted to assess the relationship between stated retention intentions and actual behaviors. Sailors stated retention intentions on the 2000 NPS were matched to their actual retention behaviors in 2003 based on personnel records. It was determined that Sailors who actually remained in the Navy had higher levels of organizational commitment and were more likely to

have reported an intention to stay in the Navy for 20 years on the 2000 NPS. These findings support the use of self-reported retention intentions as predictors of actual retention behaviors (Janega, 2004).

Additional research evaluating the relationship between stated intentions and actual behaviors over a 10-year time period has begun, using data from the 1994 NPS and actual retention behaviors as of 2005. Initial returns indicate that there is a strong relationship between stated intentions and actual behavior, and that this relationship appears to be strongest for those who state their intention to leave.

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## **Appendix A: Survey and Notification Materials**



## 2005 NAVY-WIDE PERSONNEL SURVEY QUESTIONS

### YOUR NAVY JOB

**1. In the past 12 months, how many hours did you work in a typical week at your Navy job?**

- ☐ 40 hours or less
- ☐ 41-50 hours
- ☐ 51-60 hours
- ☐ 61-70 hours
- ☐ 71-80 hours
- ☐ 81 or more hours

**2. Do you personally have access to the Internet at your Navy job (i.e., you can personally send/receive email, view information on the World Wide Web, or do other related activities on the Internet)?**

- ☐ Yes, I have access at my own computer workstation
- ☐ Yes, I have access at a computer workstation I share with others at my command
- ☐ No (*Skips to Question 5*)
- ☐ Don't know (*Skips to Question 5*)

**3. How accessible is the World Wide Web (WWW)?**

- ☐ Constant – the WWW is always or nearly always available to me
- ☐ Intermittent – the WWW is sometimes available, but not always “up”
- ☐ Rarely – the WWW is almost never or rarely available to use

**4. How often are you able to access the WWW?**

- ☐ At any time I want - I work at or have easy access to a computer connected to the WWW
- ☐ Sometimes – I don't have immediate access, but I can get access if needed
- ☐ Rarely – I don't work at or have easy access to a computer connected to the WWW

**5. Have you ever viewed/used Navy Knowledge Online (NKO)?**

- ☐ Yes
- ☐ No (*Skips to Question 8*)

**6. If you have viewed/used NKO, how often do you use NKO?**

- ☐ Have only accessed it once or twice
- ☐ Only use when I can't find information elsewhere or only when absolutely necessary
- ☐ Once a week
- ☐ Several times a week
- ☐ Daily

**7. How easy is it to find information you are looking for on NKO?**

- ☐ Very easy
- ☐ Easy
- ☐ Neither easy nor difficult
- ☐ Difficult
- ☐ Very difficult

**8. How much do you AGREE or DISAGREE with the following statements regarding availability of resources at your command?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. My command has adequately qualified personnel to successfully execute our mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My command has adequate tools to successfully execute our mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My command has adequate spare parts and/or supplies to successfully execute our mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My command has adequate Navy support services (e.g., MWR, PSD, Housing) to successfully execute our mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. How would you rate the overall morale of your present (or most recent) command?**

- ☐ Very high
- ☐ High
- ☐ Medium
- ☐ Low
- ☐ Very low

**10. What kind of an effect have the following aspects of Navy life had on morale at your present (or most recent) command?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. Advancement/promotion opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Performance evaluation system (e.g., FITREPs and EVALs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supply of spare parts/supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Quality of Navy training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Quality of education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Co-workers/shipmates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Command leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Pace of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Unit/workgroup manning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Pay/bonuses/other compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Amount of time off (e.g., leave, liberty, other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Navy support services (e.g., MWR, PSD, Housing, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. TEMPO (e.g., time away from home for deployment, TAD, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Performance of the crew, work team, or ship on exercises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. Considering everything, how satisfied are you with your Navy job?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

**12. How much do you AGREE or DISAGREE with the following statements about gender integration?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. Leadership in my organization is supportive of gender integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Women have the ability to successfully carry out the duties of their combatant roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Women are being successfully integrated into combatant ships and aviation squadrons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**13. Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your workplace climate?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree
a. Amount of freedom I am given to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Amount of responsibility I have in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Amount of challenge in my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Opportunity for personal growth and development on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Feeling of accomplishment I get from doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Physical working conditions of my work site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Availability of parts and supplies to get the job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Flexibility of my command in dealing with family/personal issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## **CURRENT ASSIGNMENT**

**14. What type of duty or billet is your current assignment?**

- ☐ CONUS Shore Duty (Type 1)
- ☐ CONUS Homeported Deployable Sea Duty (Type 2)
- ☐ OCONUS Shore Duty (counts as sea duty for rotational purposes) (Type 3)
- ☐ OCONUS Homeported Deployable Sea Duty (Type 4)
- ☐ OCONUS "Preferred" Shore Duty (Type 6)
- ☐ Other duty (i.e., Duty Under Instruction, special duty, etc.)
- ☐ I don't know

**15. To what type of ship/activity are you currently assigned? (Mark ALL that apply)**

- ☐ Afloat staff
- ☐ Aircraft Carrier
- ☐ Amphibious craft (i.e., LCAC, etc.)
- ☐ Amphibious ship (i.e., LSD, LST, LHD, LHA, etc.)
- ☐ Aviation Squadron/Detachment (sea deployed)
- ☐ Aviation Squadron/Detachment (shore deployed)
- ☐ Cruiser
- ☐ Destroyer types (includes frigates)
- ☐ Minecraft
- ☐ Reserve Unit
- ☐ Service Force ship (i.e., USNS, auxiliaries, etc.)
- ☐ Shore based deployable unit (i.e., Seabees, EOD, etc.)
- ☐ Shore or Staff Command
- ☐ Special Warfare Unit
- ☐ Submarine
- ☐ Tender/Repair ship
- ☐ Training Command
- ☐ Other

**16. Are you presently on deployment (i.e., scheduled time away from homeport for 30 days or more)?**

- ☐ Yes
- ☐ No

**17. What is the geographical location of your current assignment? *If you are currently on deployment, where is your command homeported?***

- ☐ Alaska or Hawaii
- ☐ Caribbean
- ☐ CONUS - East Coast
- ☐ CONUS - West Coast
- ☐ CONUS - Other (e.g., Millington, Great Lakes, etc.)
- ☐ Europe (including the Mediterranean)
- ☐ Far East
- ☐ Middle East (including the African continent)
- ☐ South or Central America
- ☐ Other

## TEMPO

**18. How many days in the past 12 months have you been berthed out of the area (not at home) of your permanent duty station? Include such things as deployments, work-ups, training, TAD, and other work-related activities that have taken you away from your homeport.**

- ☐ None
- ☐ 1-49 days
- ☐ 50-99 days
- ☐ 100-149 days
- ☐ 150-199 days
- ☐ 200-249 days
- ☐ 250-299 days
- ☐ 300 or more days

**19. How much do you AGREE or DISAGREE with the following statements regarding TEMPO?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am satisfied with the amount of time I have spent on shore duty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I am satisfied with the amount of time I have spent on sea duty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20. What kind of effect has the time you've spent away from your permanent duty station during the past year—for TAD, deployment, training, or other work-related activities—had on your overall satisfaction with Navy life?**

- ☐ Does not apply, I have not been away from my permanent duty station during the past year
- ☐ Strong positive effect
- ☐ Positive effect
- ☐ Neither positive nor negative effect
- ☐ Negative effect
- ☐ Strong negative effect

**21. How much do you AGREE or DISAGREE with the following statements about the impact of Naval service on your personal life?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. My Navy career gets in the way of my ability to have or maintain a personal life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My Navy career causes a significant amount of separation from my family or other important people in my personal life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I have difficulty juggling the demands of my personal life and my Navy career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## LEADERSHIP

**22. Is your immediate supervisor:**

- ☐ Navy
- ☐ Other Military
- ☐ Civilian

**23. How much do you AGREE or DISAGREE with the following statements about your IMMEDIATE WORK SUPERVISOR?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. My immediate supervisor has adequate training/ expertise to do his/her job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My immediate supervisor deals well with subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My immediate supervisor deals well with superiors in the chain of command	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My immediate supervisor provides adequate support and guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My immediate supervisor is responsive to Sailor needs and concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Overall, I am satisfied with my immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**24. How much do you AGREE or DISAGREE with the following statements about your overall COMMAND LEADERSHIP (CO, XO, OIC, CMC/COB)?**

	Strongly agree	Agree	Neither agree nor disagree	Strongly disagree	Disagree	Don't know
a. My command leadership has adequate training/ expertise to do his/her job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My command leadership deals well with subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My command leadership deals well with superiors in the chain of command	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My command leadership provides adequate support and guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My command leadership is responsive to Sailor needs and concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Overall, I am satisfied with my command leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## NAVY TONE

Navy Leadership is interested in your feelings about “tone”. Tone is an overall measure of how Sailor’s feel about the Navy. Tone includes what they feel, say and hear about their job, career, quality of life, and whether the Navy is moving in the right direction.

### 25. How much do you AGREE or DISAGREE with the following statements about COMMUNICATION?

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a. The Navy clearly communicates its personnel goals and strategies for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Navy senior leadership keeps Sailors informed about changes that will affect their careers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Leadership at this command communicates a positive attitude about the Navy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My command leadership informs me of Navy policies that may affect my career..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. In the last six months, someone in my Chain of Command has talked to me about new career initiatives that may affect me..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. In the past 6 months, I’ve heard rumors about new policies, which make me worry about my career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 26. How much do you AGREE or DISAGREE with the following statements about YOUR NAVY JOB?

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a. I feel positive about my future Navy career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The Navy is doing all it can to protect my job security.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My future in the Navy appears secure as long as I do a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I would be willing to change my rate/designator, if it was the only way I could stay in the Navy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I am concerned that some of my fellow Sailors may soon lose their jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I am concerned that future policy changes will hurt my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 27. How much do you AGREE or DISAGREE with the following statements about FAIRNESS?

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. The Navy's personnel policies seem fair to me..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The Navy's policies are retaining the best quality Sailors in the Fleet.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I trust the Navy to look out for my best interests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I am confident that policies that affect the size of the Navy will be administered fairly and consistently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**28. How much do you AGREE or DISAGREE with the following statements about NAVY IMAGE?**

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
a. If asked today, I would encourage others to join the Navy .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I talk about the Navy to my friends as a good organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I would recommend the Navy as a good place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I would consider wearing civilian clothing with Navy/Squadron/Ship logos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Information I hear about the Navy from non-Navy sources is usually positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Comments I hear about the Navy from my fellow Sailors are usually positive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The Navy of tomorrow will be better than the Navy of today.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**29. Please rate Navy tone and your current command's tone.**

	Very Low	Low	Medium	High	Very High
a. Using the definition above, how would you rate Navy tone?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. How would you rate your current command's tone?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## CAREER

### 30. What is your current paygrade?

- |                              |                              |                                       |
|------------------------------|------------------------------|---------------------------------------|
| <input type="checkbox"/> E-1 | <input type="checkbox"/> W-2 | <input type="checkbox"/> O-1/O-1E     |
| <input type="checkbox"/> E-2 | <input type="checkbox"/> W-3 | <input type="checkbox"/> O-2/O-2E     |
| <input type="checkbox"/> E-3 | <input type="checkbox"/> W-4 | <input type="checkbox"/> O-3/O-3E     |
| <input type="checkbox"/> E-4 | <input type="checkbox"/> W-5 | <input type="checkbox"/> O-4          |
| <input type="checkbox"/> E-5 |                              | <input type="checkbox"/> O-5          |
| <input type="checkbox"/> E-6 |                              | <input type="checkbox"/> O-6          |
| <input type="checkbox"/> E-7 |                              | <input type="checkbox"/> O-7 or above |
| <input type="checkbox"/> E-8 |                              |                                       |
| <input type="checkbox"/> E-9 |                              |                                       |

### 31. How long have you been on active duty in the Navy?

Years                      Months

\_\_\_\_\_

### 32. Are you in your first enlistment, initial obligation, or first term of service in the Navy?

- ☐ Yes  
☐ No

**33. How do each of the following factors impact your likelihood to stay or leave the Navy?**

	<i>More likely to stay</i>	<i>Likely to stay</i>	<i>No effect</i>	<i>Likely to leave</i>	<i>More likely to leave</i>	<i>Does not apply</i>
a. Access to Navy training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Access to college or graduate education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Location of next duty assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Type of next duty assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Enjoyment of your Navy job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Your advancement/promotion potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Current civilian job opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Manpower needs of the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. General public's attitudes toward the military	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Military pay (e.g., basic pay, allowances, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Special pays (e.g., flight, submarine, medical, sea, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. SRB or continuation bonus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Military healthcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Military family support services (e.g., Family Service Center, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Military housing access and quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Military recreation and activity facilities (e.g., MWR, gyms, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Your family's needs (educational or health needs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**34. Will you be making a formal decision about continuing your Navy career (i.e., reenlistment or continuation) within the next 12 months?**

- ☐ Yes  
☐ No

35. How do each of the following people impact your likelihood to stay or leave the Navy?

	<i>Does not apply</i>	<i>More likely to leave</i>	<i>Likely to leave</i>	<i>No effect</i>	<i>Likely to stay</i>	<i>More likely to stay</i>
a. Your spouse (or significant other)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your parents or other relatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Your civilian friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Your military peers (i.e., friends, co-workers, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Your immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Your command leadership (CO, XO, OIC, CMC/COB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. How much do you **AGREE** or **DISAGREE** with the following statements regarding your current career plans?

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
a. I plan to serve out my current term of service or obligation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I plan to reenlist (Enlisted) or continue (Officer) my career with the Navy at my next decision point	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I plan to stay in the Navy for a full career (20 or more years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. How much do you **AGREE** or **DISAGREE** with the following statements about your feelings toward the Navy?

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
a. The Navy has a great deal of personal meaning for me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I feel like I'm 'part of the family' in the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I feel 'emotionally attached' to the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I do not think that I could easily become as attached to another organization as I am to the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I feel a strong sense of belonging in the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## CAREER DEVELOPMENT

**38. How much do you AGREE or DISAGREE with the following statements regarding advancement/promotion?**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
a. I have a clear understanding of the present Navy advancement/promotion system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am satisfied with the present Navy advancement/promotion system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I believe the most qualified and deserving Sailors get advanced/promoted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I expect to be advanced/promoted within my current term of service, commitment, or obligated service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**39. How much do you AGREE or DISAGREE with the following statements regarding Performance Evaluations (EVAL) and Fitness Reports (FITREP)?**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
a. I have a clear understanding of the present EVAL/FITREP system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My last EVAL/FITREP was fair/accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My last EVAL/FITREP was conducted in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I was able to submit my own input at my last EVAL/FITREP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My last advancement/promotion recommendation was fair/accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I am satisfied with the present Navy EVAL/FITREP system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The most qualified and deserving Sailors score the highest on their EVALs/FITREPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**40. How much do you AGREE or DISAGREE with the following statements regarding recognition?**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
a. I feel that I have been adequately recognized for my accomplishments on my EVALs/FITREPs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I feel that I have been adequately recognized for my accomplishments with appropriate awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**41. How much do you AGREE or DISAGREE with the following statements regarding career development?**

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither agree nor disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
a. I have a clearly defined career path for my designator, rating, or community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I have made sufficient progress in my advancement for my designator, rating, or community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I have been given adequate counseling/guidance on my career development by my immediate supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I have been given adequate counseling/guidance on my career development by my division, department or command career counselor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## DETAILING

**42. How much do you AGREE or DISAGREE with the following statements regarding detailing?**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
a. Overall, I am satisfied with the detailing process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I have a clear understanding of the detailing process (i.e., the way in which detailers fill requirements)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My detailer responds in a timely manner to my questions and concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My detailer is an advocate for my needs and desires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My detailer is receptive to resolving conflicts between my desires and the needs of the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I am satisfied with my detailer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Since reporting to my current duty station, I have been satisfied with the assignment I was given	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**43. During the last time you negotiated orders with your detailer, did you receive the orders of your choice?**

- ☐ Does not apply, I have not yet negotiated orders
- ☐ Does not apply, I did not contact my detailer to negotiate my last set of orders
- ☐ Yes
- ☐ No

**44. During the last time you negotiated orders with your detailer, how far in advance of your Projected Rotation Date (PRD) did you begin the process?**

- ☐ Does not apply, I have not yet negotiated orders
- ☐ Does not apply, I did not contact my detailer to negotiate my last set of orders
- ☐ Less than 3 months prior to my PRD
- ☐ 3 months to less than 6 months prior to my PRD
- ☐ 6 months to less than 9 months prior to my PRD
- ☐ 9 months to less than 12 months prior to my PRD
- ☐ More than 12 months prior to my PRD

**45. During the last time you negotiated orders with your detailer, how many choices of assignments were you given?**

- ☐ Does not apply, I have not yet negotiated orders
- ☐ Does not apply, I did not contact my detailer to negotiate my last set of orders
  
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

**46. During the last time you negotiated orders with your detailer, how far in advance were your orders issued?**

- ☐ Does not apply, I have not yet negotiated orders
  
- ☐ Less than 3 months prior to my PRD
- ☐ 3 months to less than 6 months prior to my PRD
- ☐ 6 months to less than 9 months prior to my PRD
- ☐ 9 months to less than 12 months prior to my PRD
- ☐ More than 12 months prior to my PRD

**47. When choosing your present assignment, which of the following were your primary concerns? (*Mark ALL that apply*)**

- ☐ Does not apply, I did not receive a choice of assignment
  
- ☐ Assignment Type/Type of Job/Type of Ship
- ☐ Availability of incentives (i.e., AIP, bonus, etc.)
- ☐ Future co-workers
- ☐ Future Command
- ☐ Access to a desired college or graduate education program
- ☐ Cost of living
- ☐ Geographic location
- ☐ Impact of a move on my family
- ☐ Promotion potential
- ☐ Required for career path
- ☐ Spouse employment
- ☐ Spouse/family collocation
- ☐ Spouse education
- ☐ Children's school/education
- ☐ Spouse preference
- ☐ Children's preference
- ☐ Close to other family
- ☐ Other

**(Enlisted Sailors only) Where do you get most of your information to make a decision about your next assignment?**

	<b>48. Please select the SINGLE MOST IMPORTANT source of information you use for information about your next assignment</b>	<b>49. Please MARK ALL source of information you use for information about your next assignment</b>
Commanding Officer	<input type="checkbox"/>	<input type="checkbox"/>
Command Career	<input type="checkbox"/>	<input type="checkbox"/>
Counselor (CCC)		
Detailer	<input type="checkbox"/>	<input type="checkbox"/>
JASS/JMCS	<input type="checkbox"/>	<input type="checkbox"/>
Co-workers	<input type="checkbox"/>	<input type="checkbox"/>
Supervisor/Chief	<input type="checkbox"/>	<input type="checkbox"/>
Other Navy Sailors outside chain of command/not supervisor or co-worker	<input type="checkbox"/>	<input type="checkbox"/>
Navy Knowledge Online (NKO)	<input type="checkbox"/>	<input type="checkbox"/>
General newspapers	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>
Link (Electronic version)	<input type="checkbox"/>	<input type="checkbox"/>
Link (Paper version)	<input type="checkbox"/>	<input type="checkbox"/>
Navy Times	<input type="checkbox"/>	<input type="checkbox"/>
All Hands	<input type="checkbox"/>	<input type="checkbox"/>

**50. (Enlisted Sailors Only) How do the following factors influence your decision to accept an overseas tour?**

	<i>Greatly increases desire to accept</i>	<i>Increases desire to accept</i>	<i>Neither</i>	<i>Decreases desire to accept</i>	<i>Greatly decreases desire to accept</i>	<i>Does not apply</i>
Overseas shore duty counting as sea duty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assignment Incentive Pay (AIP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Choice of CONUS Coast in follow-on assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guaranteed school following overseas tour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerated advancement/promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-7, E-8, E-9 Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased Command advancement potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**51. (Enlisted Sailors Only) Which of the following Overseas locations would you prefer most?**

- ☐ Guam
- ☐ Sigonella
- ☐ Italy (except for Sigonella)
- ☐ Greece
- ☐ Japan
- ☐ Korea
- ☐ Spain
- ☐ Europe (except for Italy and Spain)
- ☐ Bahrain
- ☐ Other \_\_\_\_\_

**52. (Enlisted Sailors Only) If your next assignment was at an overseas location, which of the following financial changes would you expect to experience? (Mark ALL that apply)**

- ☐ Increase in Navy pay
- ☐ Decrease in Navy pay
- ☐ Loss of second job
- ☐ Loss of spouse income
- ☐ Increase in spouse income
- ☐ Loss in spouse retirement benefits
- ☐ Higher cost of living
- ☐ Lower cost of living
- ☐ Increased PCS costs/costs to move family
- ☐ Increase in costs to stay in contact with family
- ☐ Decrease in costs to stay in contact with family
- ☐ Other \_\_\_\_\_

**53. (ALL SAILORS) When making your last Permanent Change of Station (PCS) move did you experience any of the following financial losses due to? (Mark ALL that apply)**

- ☐ Does not apply, I did not experience any financial loss during last PCS
- ☐ Loss in value of a home or property that you own
- ☐ Loss in spouse income
- ☐ Loss in spouse retirement benefits
- ☐ Loss due to additional cost of moving vehicles (car, boat, R.V., etc.) not covered by PCS transition agreement
- ☐ Loss due to additional cost for full commercial insurance coverage of household goods
- ☐ Loss due to stolen goods
- ☐ Loss due to damaged goods during move

## PERSONAL

**54. What is your Social Security Number? (Optional) This will allow us to conduct follow-up research on the relationship between the attitudes/opinions expressed on this survey and subsequent work-related data such as career decisions. Please be assured that your confidentiality will be maintained.**

\_\_\_\_-\_\_\_\_-\_\_\_\_

**55. What is your gender?**

- ☐ Male
- ☐ Female

The answers for the following questions are based on standard DoD race and ethnicity categories.

**56. Are you of Spanish, Hispanic, or Latino origin?**

- ☐ Yes
- ☐ No

**57. What is your racial background? *If you are of mixed heritage, please select the response(s) with which you MOST closely identify. (Mark ALL that apply)***

- ☐ American Indian or Alaska Native
- ☐ Asian (e.g. Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, etc.)
- ☐ Black or African-American
- ☐ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro, etc.)
- ☐ White
- ☐ Other

**58. What is your religious preference?**

- ☐ No religious preference
- ☐ Catholic
- ☐ Orthodox Christian (Greek, Russian, etc.)
- ☐ Protestant Christian (Baptist, Presbyterian, Lutheran, non-denominational, etc.)
- ☐ Mormon (Latter-day Saints)
- ☐ Jewish
- ☐ Muslim
- ☐ Hindu
- ☐ Buddhist
- ☐ Other religion not listed

**59. What is highest level of education you have completed? *(Mark only ONE response)***

- ☐ Less than high school completion/no diploma
- ☐ Alternate degree/GED/homestudy/adult-school certification
- ☐ High school diploma/graduate
- ☐ Some college, no degree
- ☐ Associate's degree or other 2-year degree (A.A., A.S., etc.)
- ☐ Bachelor's degree (B.A., B.S., etc.)
- ☐ Master's degree (M.A., M.S., M.B.A., etc.)
- ☐ Doctoral or professional degree (J.D., Ph.D., D.Ph., M.D., etc.)

**60. What is your current marital status?**

- ☐ Single, never married
- ☐ Married for the first time
- ☐ Remarried (was divorced or widowed)
- ☐ Legally separated (or filing for divorce)
- ☐ Divorced
- ☐ Widowed

**61. How many children under the age of 21 currently live in your household? *(Please include children for whom you have joint custody.)***

a. ☐ Does not apply, I have no children under the age of 21 currently living in my household (*Skips to Question 63*)

	<i>NUMBER OF CHILDREN IN EACH AGE GROUP</i>					
b. Under 1 year	0	1	2	3	4	5 or more
c. 1 to 4 years 11 months	0	1	2	3	4	5 or more
d. 5 to 11 years 11 months	0	1	2	3	4	5 or more
e. 12 to 14 years 11 months	0	1	2	3	4	5 or more
f. 15 to 18 years 11 months	0	1	2	3	4	5 or more
g. 19 to 20 years 11 months	0	1	2	3	4	5 or more

**62. How many children do you have in childcare (outside of the home) at the present time?**

- ☐ 1  
☐ 2  
☐ 3  
☐ 4  
☐ 5 or more

## FINANCIAL STATUS

The following questions ask about your financial status. The results will be presented in a manner that ensures that you cannot be identified.

**63. How much do you AGREE or DISAGREE with the following statements regarding your financial situation?**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree nor disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
a. I am able to pay my bills and meet my financial obligations with the pay I receive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am compensated fairly, considering all of the pay, incentives and benefits I receive in the Navy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**64. Do you participate in the Thrift Savings Plan (TSP)?**

- ☐ Yes  
☐ No  
☐ Don't know, I have not heard about TSP

## **NAVY LIFE**

**65. Considering everything, how satisfied are you with Navy life?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied

## **FEEDBACK**

**Thank you for your participation in this survey. If you have comments or concerns that you were not able to express while answering this survey, please use the space below to tell us about them.**

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**THANK YOU FOR COMPLETING THE SURVEY!**

## NOTIFICATION LETTER

DATE 2005

<Rank> <First> <Last>  
<Command  
<Street> Address>  
<City> <State> <Zip>

Dear <Rank> <Last>,

Since 1990, Navy leadership has traditionally used the Navy-wide Personnel Survey (NPS) to gain further insight into the state of Navy work life and receive valuable feedback from Sailors. Results from previous surveys have supported increases in pay (and benefits), improvements to the detailing process, and support for an overhaul of the present advancement/promotion system. You are invited to participate in the 2005 NPS.

The success of this study depends on you. You were randomly selected by computer to participate in the 2005 NPS. Participation in the survey is voluntary and failure to respond will not result in any penalties. However, it is strongly encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. If you choose to respond, you can be assured that your responses will be confidential and safely protected.

This survey is being conducted on the Internet. Using Internet Explorer (the survey is not configured for Netscape), please to go [http: //www.nprst.navy.mil](http://www.nprst.navy.mil) and take the time to answer the survey questions honestly and to the best of your ability. Your USERID for the survey is:

### USERID:

The 2005 NPS is being conducted by the Navy Personnel Research, Studies, and Technology Department (NPRST), in Millington, TN. If you have any questions about this survey, my point of contact is Dr. Kimberly Whittam; she can be reached at (901) 874-2321, (DSN) 882-2321, or [kimberly.whittam@navy.mil](mailto:kimberly.whittam@navy.mil)

Thank you for taking time to provide *valuable* feedback and improve *our* Navy.

Sincerely,

Gerald L. Hoewing  
Vice Admiral, U.S. Navy  
Chief of Naval Personnel

## FIRST REMINDER

DATE 2005

<Rank> <First> <Last>  
<Command>  
<Street> Address>  
<City> <State> <Zip>

Dear <Rank> <Last>,

Recently, you were sent a letter inviting you to participate in the *2005 Navy-wide Personnel Survey (NPS)*. This survey is your opportunity to help Navy leadership by providing them with information about key job-related issues such as detailing, advancement and promotion, and job satisfaction. The survey is the core of the Navy's survey strategy and your answers do make a difference.

Since the survey is confidential, we do not monitor who did and who did not respond. Therefore, we are sending these reminder letters to everyone in the sample.

**If you have already completed the survey, we thank you for your participation. There is no need to respond to this letter or to take the survey again.**

**However, if you have not yet completed the survey, we encourage you to do so now.**

If you would like to complete the *2005 NPS*, please go to <http://nps.nprst.navy.mil> using Internet Explorer (the survey is not configured for Netscape). Your USERID for this survey is:

**USERID:**

Participation in the survey is voluntary, however, it is encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. *Your responses will help our leaders make positive changes today and shape the Navy of the future.* Your responses will be kept confidential.

If you have any questions, please feel free to contact me. Thank you again for your time and effort.

Sincerely,

Kimberly Whittam, Ph.D.

**Project Director**

DSN 882-2321 or (901) 874-2321

**E-mail:** [kimberly.whittam@navy.mil](mailto:kimberly.whittam@navy.mil)

## SECOND REMINDER

May 6, 2005

<Rank> <First> <Last>  
<Command>  
<Street> Address>  
<City> <State> <Zip>

Dear <Rank> <Last>,

A few weeks ago, you were sent a letter signed by VADM Hoewing, Chief of Naval Personnel, inviting you to participate in the *2005 Navy-wide Personnel Survey (NPS)*. Collection of surveys will end in a few weeks, and we wanted to give you another chance to participate in this important Navy survey.

Since the survey is confidential, we do not monitor who did and who did not respond. Therefore, we are sending these reminder letters to everyone in the sample.

**If you have already completed the survey, we thank you for your participation. There is no need to respond to this letter or to take the survey again.**

**However, if you have not yet completed the survey, we encourage you to do so now.**

If you would like to complete the *2005 NPS*, please go to <http://nps.nprst.navy.mil> using Internet Explorer (the survey is not configured for Netscape). Your USERNAME for this survey is:

**USERNAME:**

Participation in the survey is voluntary, however, it is strongly encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. *Your responses will help our leaders make positive changes today and shape the Navy of the future.* Your responses will be kept confidential.

If you have any questions, please feel free to contact me. Thank you again for your time and effort.

Sincerely,

Kimberly Whittam, Ph.D.

**Project Director**

DSN 882-2321 or (901) 874-2321

E-mail: [Kimberly.Whittam@navy.mil](mailto:Kimberly.Whittam@navy.mil)

## FINAL REMINDER

May 25, 2005

<Rank> <First> <Last>  
<Command>  
<Street> Address>  
<City> <State> <Zip>

Dear <Rank> <Last>,

We need your help. The 2005 Navy-wide Personnel Survey (NPS), sponsored by VADM Hoewing, Chief of Naval Personnel is about to close. Collection of surveys will end around **June 20, 2005**, and we wanted to encourage those who have not yet participated to do so. Navy leadership depends on to the data you provide to help them understand many important issues such as job satisfaction, career intentions, morale, and quality of work life.

The survey is confidential and we do not monitor who did and who did not respond. Therefore, we are sending these reminder letters to everyone in the sample. This is the last reminder letter, there will be no additional letters sent. **If you have already completed the survey, we thank you for your participation. There is no need to respond to this letter or to take the survey again.**

**If you started but did not complete the survey, please go back and complete the rest of the survey.**

**If you have not yet completed the survey, please help us and complete the survey now.**

If you would like to complete the 2005 NPS, please go to <http://nps.nprst.navy.mil> using Internet Explorer (the survey is not configured for Netscape). Your USERNAME for this survey is:

**USERNAME:**

Participation in the survey is voluntary, however, it is strongly encouraged that you take part in the survey to ensure an accurate portrayal of Navy work life. ***Your responses will help our leaders make positive changes today and shape the Navy of the future.*** Your responses will be kept confidential.

If you have any questions, please feel free to contact me. Thank you again for your help and assistance.

Sincerely,

Kimberly Whittam, Ph.D.

**Project Director**

DSN 882-2321 or (901) 874-2321

E-mail: [Kimberly.Whittam@navy.mil](mailto:Kimberly.Whittam@navy.mil)



## **Appendix B: Sampling and Weighting**



## Sampling and Weighting

Table B-1 present information regarding the 2005 Navy-wide Personnel survey sample and procedures used to weight the survey responses.

The sample for the survey was drawn during January 2005 from a sampling frame of individuals in stable locations who were accessible for data collection ( $n = 418,938$ ). Sailors with a paygrade of E-1 were excluded from the sample due to the fact that this designation is typically only used when Sailors are in their basic training at the Naval Recruit Training Center Great Lakes. Their lack of experience and the difficulty in reaching adequate numbers of Sailors at this level were used as justification for this exclusion.

Sailors were sampled randomly in proportion to the size of their group within the population for each level of paygrade, gender, and race. The sample was optimized taking into account previous response rates, desired margin of error, and shared characteristics across the sample subgroups to arrive at an optimized sample. This process is called sample optimization, for further information see the sampling tool manual (Kavee & Mason, 2001). Overall, the sample represented approximately 5% of the total enlisted population and 7% of the total officer population (see Table B-1).

To ensure that the survey results accurately reflect the opinions of Sailors throughout the Navy, the data were weighted to be representative of known population characteristics. Weighting is frequently used in survey research as a means of increasing the accuracy of estimates of target population attitudes and opinions by adjusting the overall proportions to match known population characteristics.

The characteristics used in weighting included paygrade (E-2 to E-3, E-4 to E-6, E-7 to E-9, W-2 to W-4, O-1 to O-3, and O-4 to O-7), minority status (white, black, other), and gender (male, female). Weights were calculated using the product of a base weight formula and a non-response weight formula. The base weight formula consists of dividing the total number of units within the strata of the population frame by the number of units sampled from the same strata. The non-response weight formula consists of the number of units sampled from the strata in the population frame divided by the number of valid returned surveys within the same strata. For example, if 32,526 individuals exist in the sampling frame for the strata consisting of E-2 to E-3, male, white Sailors, and 5,549 individuals are sampled from that strata, the base weight is  $32,526/5,549 = 5.86$ . If 393 valid surveys are returned for that strata, the non-response weight is  $5,549/393 = 14.12$ . The product of the base weight and non-response weight provides the combined weight for use in weighting the sample:  $5.86 * 14.12 = 82.76$ . The combined weights were entered into the survey data file and applied to all analyses using the WEIGHT function in SPSS 10 (Statistical Package for the Social Sciences).

**Table B-1**  
**Population values used to draw the sample**

Number	Paygrade Group	Gender	Race	Population Frame	Sample Selected	Surveys Returned	Simple Return Rate	Base Weight	Non-Response Weight	Combined Weight
1	E-2 to E-3	Male	White	32,526	5,549	393	7.1%	5.862	14.12	82.76
2	E-2 to E-3	Male	Black	19,242	2,203	265	12.0%	8.734	8.31	72.61
3	E-2 to E-3	Female	White	6,197	717	76	10.6%	8.64	9.43	81.54
4	E-2 to E-3	Female	Black	4,531	597	85	14.2%	7.59	7.02	53.31
5	E-4 to E-6	Male	White	103,673	910	346	38.0%	113.93	2.63	299.63
6	E-4 to E-6	Male	Black	53,200	821	298	36.3%	64.80	2.76	178.52
7	E-4 to E-6	Female	White	13,942	423	109	25.8%	32.92	3.88	127.74
8	E-4 to E-6	Female	Black	12,620	580	170	29.3%	21.76	3.41	74.24
9	E-7 to E-9	Male	White	22,682	955	418	43.8%	23.75	2.29	54.26
10	E-7 to E-9	Male	Black	8,486	349	209	59.9%	24.32	1.67	40.60
11	E-7 to E-9	Female	White	1,456	68	32	47.1%	21.41	2.13	45.5
12	E-7 to E-9	Female	Black	916	44	21	47.7%	20.82	2.10	43.62
13	W-2 to W-4	Male	White	796	53	30	56.6%	15.02	1.77	26.53
14	W-2 to W-4	Male	Black	310	18	12	66.7%	17.22	1.50	25.83
15	W-2 to W-4	Female	White	40	10	1	10.0%	4.00	10.00	40.00
16	W-2 to W-4	Female	Black	20	13	8	61.5%	154	1.63	2.50
17	O-1 to O-3	Male	White	15,766	1,230	369	30.0%	12.82	3.33	42.73
18	O-1 to O-3	Male	Black	3,320	233	95	40.8%	14.25	2.45	34.95
19	O-1 to O-3	Female	White	2,702	294	90	30.6%	9.19	3.27	30.02
20	O-1 to O-3	Female	Black	896	71	14	19.7%	12.62	5.07	64.00
21	O-4 to O-7	Male	White	17,292	997	446	44.7%	17.34	2.24	38.77
22	O-4 to O-7	Male	Black	2,213	97	58	59.8%	22.81	1.67	38.16
23	O-4 to O-7	Female	White	2,391	148	49	33.1%	16.16	3.02	48.80
24	O-4 to O-7	Female	Black	592	37	16	43.2%	16.00	2.31	37.00

## **Appendix C: Margin of Error**



## Margin of Error

In planning the 2005 NPS, required sample size was estimated to yield a margin of error of  $\pm 5\%$  for each of the main paygrade groups (i.e., E-2 to E-3, etc.). Such calculations require estimates of response rate and prevalence, which, of course, are not known until after the survey is completed. Due to differences in response rate and pattern of responding, the margin of error for responses to some questions exceeded  $\pm 5$  percent. They are presented below. For all remaining data presented above or in the 2005 NPS Tables of Results (Whittam, 2007), the margin of error can be assumed to be  $\pm 5$  percent or less.

**Table C-1**  
**E-2 to E-3: Responses for which margin of error exceeds  $\pm 5\%$**

Question	Response Option	Margin of Error
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Neither Increases nor decreases desire to accept	2.91
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Increases desire to accept	2.92
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Does not apply	3.32
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	One child in this age group	4.91
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	Two or more children in this age group <sup>7</sup>	4.91
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	One child in this age group	5.92
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	Two or more children in this age group	5.92
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	One child in this age group	9.1
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	Two or more children in this age group	9.1
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	One child in this age group	23.44
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	Two or more children in this age group	23.44

<sup>7</sup> For Question 61, although respondents could select from the following options: “0,” “1,” “2,” “3,” “4,” “5 or more,” responses were recoded to reflect “0,” “1,” and “2 or more.” Individuals who selected Q61a “Does not apply, I have no children under the age of 21 currently living in my household”, they were given the code of “0” for Q61b through Q61g.

**Table C-2**  
**E-4 to E-6: Responses for which margin of error exceeds  $\pm 5\%$**

Question	Response Option	Margin of Error
<b>Q61b:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> Under 1 year	One child in this age group	2.68
<b>Q61b:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> Under 1 year	Two or more children in this age group	2.68
<b>Q61c:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 1 to 4 years 11 months	One child in this age group	3.15
<b>Q61c:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 1 to 4 years 11 months	Two or more children in this age group	3.15
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Increases desire to accept	3.51
<b>Q61d:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 5 years to 11 years 11 months	One child in this age group	3.53
<b>Q61d:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 5 years to 11 years 11 months	Two or more children in this age group	3.53
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Does not apply	3.68
<b>Q61e:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 12 years to 14 years 11 months	One child in this age group	5.16
<b>Q61e:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 12 years to 14 years 11 months	Two or more children in this age group	5.16
<b>Q61f:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 15 to 18 years 11 months	One child in this age group	7.31
<b>Q61f:</b> How many children under the age of 21 currently live in your household? <i>(Please include children for whom you have joint custody.):</i> 15 to 18 years 11 months	Two or more children in this age group	7.31

**Table C-3**  
**E-7 to E-9: Responses for which margin of error exceeds  $\pm 5\%$**

Question	Response Option	Margin of Error
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy	Neither agree nor disagree	2.61
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	One child in this age group	2.75
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	Two or more children in this age group	2.75
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	One child in this age group	2.99
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	Two or more children in this age group	2.99
<b>Q7.</b> How easy is it to find information you are looking for on NKO?	Easy	3.14
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	One child in this age group	3.23
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	Two or more children in this age group	3.23
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	One child in this age group	3.61
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	Two or more children in this age group	3.61
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Increases desire to accept	4.34
<b>Q50h:</b> How do the following factors influence your decision to accept an overseas tour: Other	Does not apply	4.56

**Table C-4**  
**O-1 to O-3: Responses for which margin of error exceeds  $\pm 5\%$**

Question	Response Option	Margin of Error
<b>Q26e.</b> I am concerned that some of my fellow Sailors may soon lose their jobs	Neither agree nor disagree	2.6
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy	Disagree	2.73
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy	Neither agree nor disagree	2.85
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	One child in this age group	3.8
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	Two or more children in this age group	3.8
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	One child in this age group	4.37
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	Two or more children in this age group	4.37
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	One child in this age group	4.61
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	Two or more children in this age group	4.61
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	One child in this age group	5.27
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	Two or more children in this age group	5.27

**Table C-5**  
**O-4 and above: Responses for which margin of error exceeds  $\pm 5\%$**

Question	Response Option	Margin of Error
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy.	Neither agree nor disagree	2.87
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy.	Disagree	2.92
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	One child in this age group	3.33
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	Two or more children in this age group	3.33
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	One child in this age group	3.36
<b>Q61e:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 12 years to 14 years 11 months	Two or more children in this age group	3.36
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	One child in this age group	3.73
<b>Q61c:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 1 to 4 years 11 months	Two or more children in this age group	3.73
<b>Q61b:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): Under 1 year	One child in this age group	3.9
<b>Q61b:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): Under 1 year	Two or more children in this age group	3.9
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	One child in this age group	4.07
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	Two or more children in this age group	4.07

The one paygroup to which this does not apply is the Chief Warrant Officers (CWO). This is a particularly small group (1,166) within the Navy, of which 94 were sampled and 51 responded. According to analyses run in SUDAAN, the majority (98%) of margins of error were  $\pm 15$  percent or less. Only 18 percent of the margins of error for this group were  $\pm 5$  percent or less. Margins of Error that exceeded  $\pm 15$  percent are presented below.

**Table C-6**  
**CWO: Responses for which margin of error exceeds  $\pm 15\%$**

Question	Response Option	Margin of Error
<b>Q26e.</b> I am concerned that some of my fellow Sailors may soon lose their jobs	Neither agree nor disagree	7.71
<b>Q41d.</b> I have been given adequate counseling/guidance on my career development by my division, department, or command career counselor.	Agree	7.82
<b>Q26c.</b> My future in the Navy appears secure as long as I do a good job.	Neither agree nor disagree	7.89
<b>Q26e.</b> I am concerned that some of my fellow Sailors may soon lose their jobs.	Disagree	8.16
<b>Q26b.</b> The Navy is doing all it can to protect my job security	Disagree	8.21
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy.	Neither agree nor disagree	8.64
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	One child in this age group	9.17
<b>Q61d:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 5 years to 11 years 11 months	Two or more children in this age group	9.17
<b>Q26d.</b> I would be willing to change my rating/designator if it was the only way I could stay in the Navy.	Disagree	9.64
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	One child in this age group	12.28
<b>Q61f:</b> How many children under the age of 21 currently live in your household? ( <i>Please include children for whom you have joint custody.</i> ): 15 to 18 years 11 months	Two or more children in this age group	12.28



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